DOCUMENT RESUME

ED 189 987 HE 012 936

AUTHOR	Cover, Nelson, Comp.
TITLE	A Guide to Successful Phonathons.
INSTITUTION	Council for Advancement and Support of Education, Washington, D.C.
REPORT NO	ISBN-0-89964-049-4
PUB DATE	80
NOTE	95p.
AVAILABLE FROM	Council for Advancement and Support of Education, Suite 400, 11 Dupont Circle, Washington, DC 20036
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Administrator Guides; Educational Finance; *Financial Support; *Fund Raising; Higher Education; Program Development; *Program Implementation; *Telephone Communications Systems; Volunteers
IDENTIFIERS	*Phonathons

ABSTRACT

A guide on using phonathons as a fund raising tool is presented. The information is addressed to both experienced and inexperienced audiences to aid in the planning and implementation of successful phonathons. The important basic principles are repeated as they apply to different phonathon settings. The use of both paid and volunteer workers is considered, as is the staging of regional phonathons. Appended materials provide instructions, forms, and sample letters for corresponding with volunteers. (SW)

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A Guide to Successful Phonathons

Compiled by Nelson Cover

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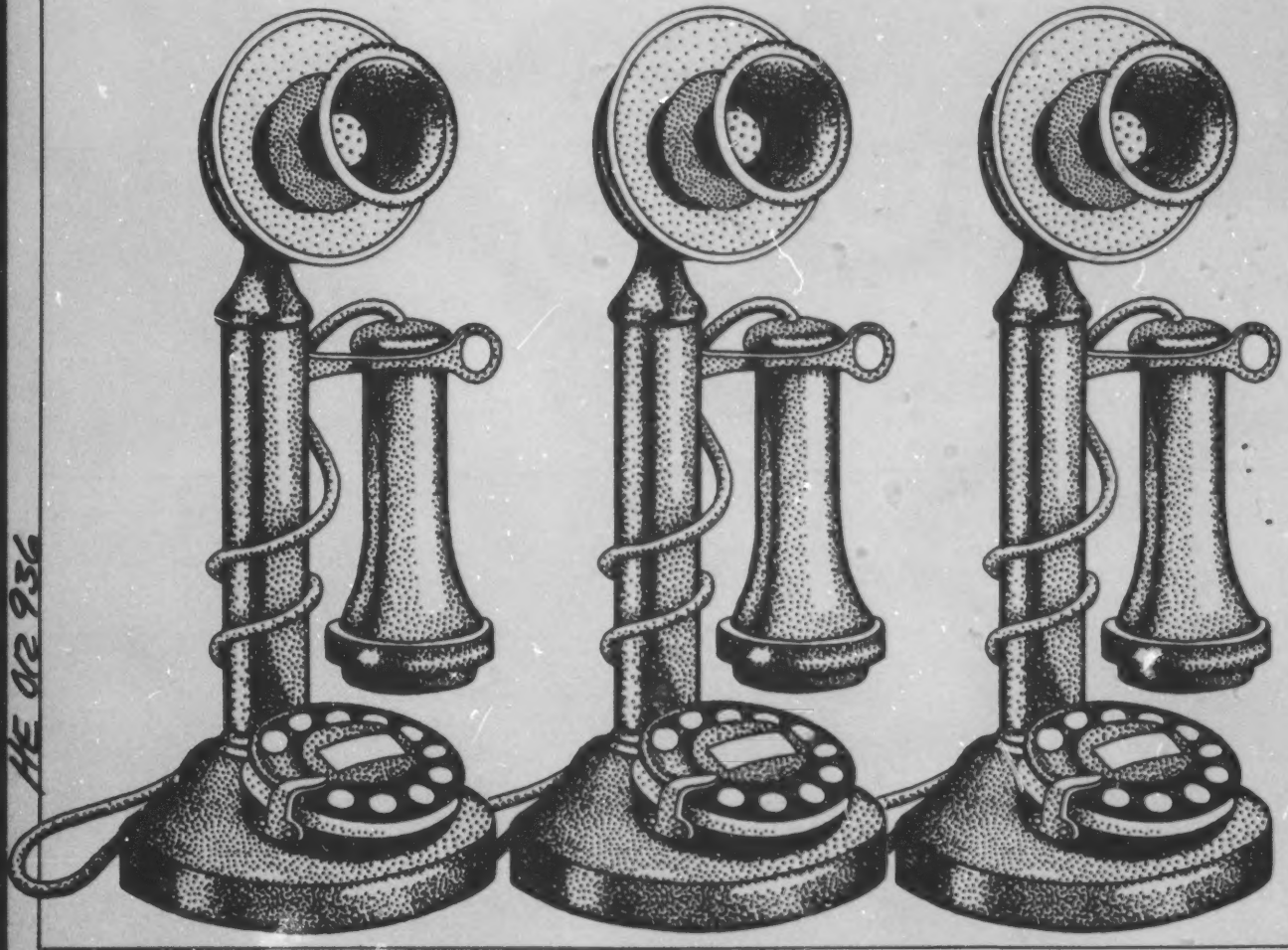

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A CASE Handbook 2

A Guide to Successful Phonathons

Compiled by Nelson Cover

CASE

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INTRODUCTION

Phonathons are becoming more and more important as a fund-raising tool. Whatever your type of institution, you can adapt this effective, low-cost method to your own needs and constituencies. The purpose of this handbook is to show you how.

The newcomer will find helpful start-to-finish advice on planning and carrying out successful phonathons. The veteran will find many useful tips to make the job easier. Throughout the handbook, we've repeated the important basic principles as they apply to different phonathon settings.

A note of appreciation goes to Nelson Cover, who wrote and gathered together much of the material in this book, and to the other authors who contributed vital information about their programs. We also thank Patricia Alberger for her editing assistance.

Virginia L. Carter
Vice President, CASE

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I. PHONATHONS FROM START TO FINISH

Nelson Cover*
Director of Development
The Washington Cathedral

More and more, phonathons are becoming a primary means of annual fund solicitation. Phonathons are people events that communicate to prospects directly. They overcome the impersonality and one-step-removed qualities of letters. It's easy for your prospect to throw a letter in the wastebasket. It's difficult for him or her to ignore the concerns, wishes, and persuasion of a well-motivated, well-informed classmate or volunteer.

Even better, phonathons are fun. They also teach your volunteers and your prospects a great deal about your institution, your campaign, and the related needs of each.

Finally, phonathons are more dollar productive and cost efficient than direct mail. With the cost of direct mail rising steadily--even with the evolution of word processing--, phonathons represent a tool you can introduce more aggressively and more frequently into annual fund campaigning.

THE NEW ANNUAL FUND

The "new" annual fund uses capital campaign techniques among key groups that have major giving potential. A premium is placed on person-to-person contact. In this day of excessive junk mail, well-organized community campaigns, and sophisticated solicitation techniques by special interest groups, educational institutions must take maximum advantage of the special, close, and often personal relationships they have with alumni and friends.

The phonathon offers the next best approach to personal solicitation by peers. By assembling volunteers and having them call their peers during a well-organized, professionally carried-out event, we can reach a larger audience with the personalization that often brings in larger gifts and participation.

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*Cover has served as Director of Medical Development at the University of Chicago and as Director of Annual Giving at The Johns Hopkins Institutions.

Because of this, phonathons have become more dominant in the annual fund, and there has been a change in their use. Formerly, institutions used phonathons principally as a follow-up mechanism to make sure gifts came in before the campaign's end. Now, a phonathon is used often to kick-off a campaign and is a sight-raising event for low and mid-range contributors to motivate significant increases in their gifts.

The key rule in annual giving is to divide and conquer. Divide the constituency into identifiable groups according to membership loyalty. The more specific and loyal the constituency, the better your results. Later, we'll discuss how phonathons can be set up to correspond to different groups and needs.

As the phonathon has become more popular, different types of phonathons have evolved to fit different uses. A particularly perplexing problem in most annual funds is the long-term non-donor. As budgets tighten and the need for greater productivity and cost efficiency grows, you often must reduce your use of direct mail, especially first class, when it is not effective. Otherwise, direct mail wastes funds that can be used for more staff and better peer contact programs. The question then becomes: What do you do about long-term non-donors? Obviously, over the long haul, bulk rate mail is not the answer. It will not bring in enough new donors. Therefore, phonathons will be a productive method of obtaining gifts and participation from this group. However, volunteers are at a premium, and you shouldn't waste them on low givers or nongivers. Consequently, some institutions are using paid students and student volunteers with some success. These programs will be discussed later, as will setting up and running reunion, geographic, gift-level, and special group phonathons.

THE NUMBERS GAME

The first important step in planning a phonathon campaign is determining how many nights and how many workers you'll need. For example, let's say your campaign has 5,000 alumni prospects, of whom 2,000 have contributed within the last three years. How many nights will it take to call each one? How many volunteers will you need? What attrition should you expect?

It's best to have at least 15 or more volunteers working together. Events that draw less than this amount tend to die. There is no worse feeling for the volunteer and for you than to go through two or three hours of an underattended phonathon. (The exception is working with volunteers who have extensive experience.)

Each volunteer will talk to between 20 and 30 people during a normal two-to-three-hour event. If you must contact 2,000 people, divide this amount by 20 to 30 calls per person--you'll find out that you need between 66 and 100 volunteers. Since attrition usually runs at about 30 percent, you'll need between 86 and 130 recruits. It's usually best to recruit at least 30 volunteers for an evening. This will assure that at least 20 callers will attend. You should schedule three to five evenings of calling.

Since it is impossible, with limited staff, to recruit 86 to 130 volunteers, you should hold an enlistment phonathon to recruit an adequate number of volunteers a month before the solicitation. Each worker at an enlistment can recruit three to five workers in an evening. So you'll need one or two evenings of enlistment to recruit enough volunteers.

The phonathon and enlistment events themselves are the best possible means of attracting and keeping volunteers. Once a volunteer has attended a phonathon event it will be much easier to attract that person again. The first year's effort is the most difficult. Have courage! First year faux pas and the challenge of a new and sometimes awkward event will pay off handsomely for years to come.

If you need more phonathon events, you'll need more volunteers. In this case you may need a pre-enlistment event to recruit volunteers for the enlistment that secures volunteer solicitors. Got that?

At Johns Hopkins, we had great success with this effort, and it helped build the base of our program and expand our coverage. However, we were blessed with an almost limitless pool of volunteers. The two enlistment events that help reach volunteers can be very wasteful. Good solicitors are often used to recruit volunteers and do not show up at later events. A great deal of staff time is taken up by enlistment events that do not produce direct dollar results. For these reasons, once you build your base of friendly, well-motivated volunteers who will attend your event, it's better to go back to having a series of small enlistments. Not only will these be more donor effective, but they will have a very high success ratio.

SETTING UP THE EVENT

1. The importance of being early. Nothing will save more time and make phonathon events more successful than setting up events early. You should outline the entire phonathon program well before the annual fund campaign begins. Make sure you have reserved the space needed, have calculated the

correct number of nights and the intervals between events, have arranged for refreshments or catering, have submitted a schedule to your computer center listing times and dates for the delivery of phonathon forms, and have assigned staff members to handle certain phonathon evenings. Running phonathon events by the seat of your pants is not only hazardous to your health, well-being, and mental outlook, it can severely curtail your career. Also, be sure that you don't overschedule your staff by having too many phonathon nights too close together. Overscheduling is one of the key problems in phonathon solicitation.

2. Where to hold the phonathon. Pay close attention to the subtleties of group psychology in setting up a phonathon event. Make sure you keep volunteers together as much as possible. Having volunteers separated is a sure way to diminish your results. Also, such arrangements make it very difficult to instruct and help volunteers and to monitor their performance. Some institutions have been able to set up their own phonathon facility. This provides the best possible environment for several reasons: (1) It is on campus, which allows the caller to evoke a nostalgic remembrance of campus life by mentioning the location to the prospect. (2) The room can be set up to hold a large number of volunteers close together, but not so close that a volunteer's territory suffers frequent trespass; he or she can maintain a sense of space while still feeling part of the action. (3) The room can be set up to focus the callers' attention to the front, where you can post instructions, tabulate results, and make announcements.

Unfortunately, most of us are not fortunate enough to be able to work under these conditions. Usually, the second best place for a phonathon event is your local phone company's headquarters, if the company offers such a service. Usually, the room will not be ideal, but it is a good gathering place for a large number of volunteers.

Third in desirability is an office building in which an alumnus or other friend can find space for an evening. The alumni director should maintain good contacts with alumni and friends in real estate, insurance, stock brokerage, or other businesses to see if they can donate space. Never accept the offer of a place until you have seen it and studied in detail its evening security and phone system. We have heard horror stories of 30 or more volunteers gathering for a night of cross-country calling after a pleasant dinner only to discover that the phones could be used only for local calls, or that there were not enough tie lines to handle numerous calls.

Many of us would like to install phone lines in an available room at our institution during the phonathon season. However

often this is impractical because of the high cost. The phone company will want not only an installation fee for each jack it hooks up, but it will want to charge a monthly maintenance fee for each line. In most cases, the cost of this is simply not worth the benefits of having the event at your institution.

Important: Area phone company policies frequently differ. Always check. For instance, most phone company offices charge to look up alumni numbers, area codes, and telephone numbers. However, in some areas this service is free.

3. The best times. Monday, Tuesday, Wednesday, and Thursday evenings from 6:30 to 9:30 are usually the best times to call. Usually, earlier week nights produce the best responses. It's wise to avoid Thursday nights; a prospect who works is likely to feel fatigued, not to mention the volunteer caller and yourself, if you have worked the three previous nights. Many institutions report success in staging volunteer and student phonathons on Sunday afternoon. They feel that more people are home at this time than at any other period.

The best time of the year to call is in the fall or spring, although many institutions schedule winter phonathons. There is always a risk of winter weather affecting the turnout for your event. You should also be very careful to plan your phonathon event so that it does not fall on any national or religious holidays, during the World Series, or on April 15. Also, make sure it does not conflict with other university events.

4. Dinner or refreshments. Having a small get-together before the event for refreshments or dinner is an excellent idea. The event allows participants to get to know one another and overcome any anxieties they might have. A simple buffet or even sandwiches with cole slaw and potato salad will cost very little in relation to the amount of money you'll raise. Do not go overboard on refreshments; this reflects poorly on the organization's concern about cost. Certainly, dinner and refreshments should not cost more than one-twentieth the amount of money raised. The complete event rarely costs more than one-tenth the amount raised. There is much talk during professional phonathon meetings about whether to serve alcoholic beverages. The general experience is that alcoholic beverages served before dinner represent no problem and often help workers feel more at ease. Workers generally approach their duties with a great sense of responsibility and some anxiety, and are careful not to overindulge.

5. Cost. You should carefully calculate all costs for your phonathon event. Phonathons are extremely cost-effective because of the use of volunteers. However, in some cases,

your administration may not be favorably disposed toward these events. By showing your administrators the cost per dollar raised and the overall effectiveness of the phonathon program, you will be in a good position to request further funds in next year's budget for the phonathon program.

6. Phone numbers. Once you've made adequate plans for the times, place, and refreshments, you will need to make certain your volunteers have correct phone numbers to call. Several factors work against this from the start. First, be aware that any information system, no matter how up-to-date and efficient, is usually 15 to 20 percent out-of-date at any time. With 74,000 alumni and friends, the Johns Hopkins information system normally processes 2,500 or more address changes a month. The other problem is that in any major city more than 20 to 25 percent of the numbers are unlisted. From the start, give all the encouragement you can to your institution's Information Services Department (Records Department). Make sure that you have a good relationship with the staff. Reunion class questionnaires, the compiling of school directories, and a good follow-up system on address changes are extremely important to the success of your phonathon, as well as to the success of your direct mail campaign.

Well before you hold enlistment events, you should begin updating phone numbers. Often you can do this effectively at low cost by hiring work-study students. Somewhere in your institution there should be a library of phone books supplied by the phone company. The Bell and Howell Company markets a microfiche set containing a complete copy of all phone books for the continental United States. When you can't find numbers in telephone books, use long distance information. Install or find several phone lines for workers to use when they compile numbers. One of the side benefits of the phonathon is that the number-searching process and the event itself help to update files. After a year or two of calling, looking up numbers becomes more routine, and the success rate goes up significantly. Nothing is more frustrating to the phonathon volunteer than calling incorrect numbers. The volunteers have a difficult enough time with busy signals, "not at homes," and nondonors, without adding another burden to their evening's work. For this reason, it is absolutely crucial to ensure that the numbers you give volunteers are up-to-date and accurate.

7. Designing the form. Another extremely important item is the phonathon form. There are several types available that are compact, well-thought-out, and well-designed. These make it easy for the volunteer to record information he or she has received over the phone and easy for your office to process the information the next day.

TELEPHONE NUMBER

☐ A. PLEDGE $ _____ (NA - NO AMOUNT) ☐ B. LEFT MESSAGE ☐ C. NO ANSWER

☐ D. DECLINED _____ TIME _____ TIME

MATCHING GIFT _____ COMPANY _____

POSITION _____

	YEAR	FUND	ANNUAL GIVING	TRANSFERS	OTHERS
GIFT SUMMARY					

REMARKS:

_____

_____

_____

CALLER _____

DATE _____

SCHOOL YR.

The Johns Hopkins Annual Giving Phoneathon (ends June 30)

☐ Thank you for your pledge of $ _____ (NA = NO AMOUNT STATED)

☐ When we called, we were not able to reach you. Even though we missed you, we hope you will consider a gift. The current Roll Call ends June 30.

CALLER _____

☐ My company will match my gift. The form is enclosed

Name _____

Title _____

Firm _____

Address _____

_____

UNIVERSITY

Unrestricted ..... $ _____

Arts & Sciences ..... $ _____

Evening College ..... $ _____

Medicine ..... $ _____

School of Engineering ..... $ _____

Hygiene & Public Health ..... $ _____

Advanced International Studies . $ _____

Other ..... $ _____

HOSPITAL

Unrestricted ..... $ _____

Other ..... $ _____

It's also important to order and maintain enough forms for a year's use. Computer forms are expensive, so simplicity of design is important. You can also order a large amount of forms with no specific campaign year printed on them, so that you can use them from one campaign year to the next. Secondly, sometimes a computer center will not be aware it has a supply of forms on hand, and then will produce a large bad run of forms and not inform you. Since computer centers never seem to produce forms on schedule, you may get a call three days before your event from the center operator telling you that you do not have enough forms left to complete your phonathon run. The operator, in all honesty, will have no idea why this is so and will attribute such a problem to your poor planning. In a sense, he or she will be correct. Always maintain a strict inventory of the supplies you keep at the computer center. Do not count on the staff there to do the inventory for you; they have enough problems of their own. In such a case, you will have to complete the remaining forms by hand, which will undoubtedly slow your direct mail, accounting, and acknowledging operations.

8. Preparing for the night after. Assuming that the event has been successful, 200 or 300 forms will have to be sent out the morning after the event. If you have prepared the forms properly, all you'll need to do is place a portion of the phonathon form in a window envelope and enclose a return envelope. It is a good idea to enclose some special letter or message from your dean or campaign chairman that explains some key campaign points and thanks the person for his or her pledge. The other portion of the form should be kept for your office use, and the results of the evening should be tabulated. Double check the totals you posted during the evening's activities. Six weeks after the event check all the pledges and other responses against gifts you've received. At this time you should send a reminder to increase your rate of response. In any one evening, you will have many people pledge an unspecified amount. Also, many you couldn't reach or left messages for may respond to the caller's note, the form, or the enclosure. The result is that phonathon pledge totals for an evening are often exceeded by more than 50 percent when you make the final tally some months later of gifts actually received. So, if there are specific pledges for $4,000 during the evening's calling, most likely the campaign will garner an additional $2,000. Keeping accurate records of phonathon pledges and results is important for your analysis of cost versus dollars raised. It is imperative that you send your phonathon forms to alumni the day after your phonathon event.

By going over these procedures with your accounting and direct mail employees, you can streamline the process so that it is relatively easy to perform and does not interfere with other programs.

9. Volunteers. Before we discuss the actual phonathon events point by point, let's consider the volunteers. They are the prime moving force in your phonathon effort.

First, whom do you want as a phonathon volunteer? Experience tells us that people in sales work are likely to be successful volunteer workers. Other good possibilities are lawyers, advertising executives, bankers, insurance salespersons, public relations personnel, and consultants.

Where do you start? Class agents or other volunteers are probably the best source of initial volunteer help. You know these people, they are loyal to the institution, and they have been willing to help in the past.

Always use volunteers in an organized setting that you control. Never leave it up to the volunteer to enlist other workers through his or her office or home. The job will rarely get done under these circumstances. Together, volunteers will work hard for you and be happy with themselves and the job they are doing. Separately, they will put off their assignment and feel awkward and unpleasant about performing it.

In recruiting your volunteers, encourage as much peer contact as possible. Make sure, if possible, that the caller is attending a phonathon evening that includes several classmates or friends and that he or she knows some of the prospects. It is best when classmates call classmates. In fact, workers may insist on it.

The volunteer attending his or her first phonathon will usually feel somewhat awkward and afraid of being coerced into a high-pressure sales routine. The new volunteer is often comforted by the fact that classmates are present for him or her to talk with, especially if classmates have worked at the event previously. Usually by the time dinner is over, the new volunteer is more relaxed. Always be on the lookout for someone who is particularly ill at ease and see if there is anything you can do to lessen his or her anxiety. If you feel that any of your workers may present a problem for one reason or another, have them assist you in collecting the cards and in compiling data for the event.

Finally, your volunteers are a very important information source. By placing a member of your staff or a helper at key tables, you may be able to find out extremely valuable information concerning prospects. If you are on your toes, at least every other evening you should leave with at least one major prospect to research.

THE PHONATHON

Arrangements for the phonathon can be similar to those for the enlistment event. The principal difference is in the amount of details between steps--there are many more to keep track of in the phonathon. Timing is also more important. If your dinner runs over schedule, the event will raise less money.

Consequently, your methods must be quick yet gracious. The worker must never have the feeling that he or she is being rushed through a meal and propelled toward the calling area. The efficiently set-up dinner will avoid this problem. I recommend having a buffet instead of a formal dinner. This will allow tardy workers to catch up, and you will be better able to control the event.

You'll need greater lead time while the dinner is taking place to set up the phonathon facility. You must have matching gift forms, extra instructions, institutional information, and numerous other items.

As mentioned, it is most helpful to have the dean present. If you can prepare and show a slide presentation with instructions, it will enhance the workers' understanding of their task and relieve you of the burden of making a presentation.

Other key aspects are collecting pledge cards, posting of gifts, and announcing results. Although they may seem "hokey," cow bells, kazoos or other noisemakers can be extremely helpful. A worker uses these noisemakers each time he or she obtains a pledge. First, such devices help break the ice and can keep the worker from becoming too nervous. Secondly, the noisemaker lets all the workers know that the event is being successful, as they hear gifts being rung up all around them. Third, sounding these devices lets you and your workers know where and when to collect gifts so that you keep up with the evening's progress.

Posting the gifts pledged is an important motivational tool. Workers will want to know how they are doing, as well as who is leading in donors and dollars. Friendly competition, with rewards for the evening's leaders to show appreciation, is a good motivation. (Warning: alumni ties are not a big hit with female graduates. And by all means don't refer to your office clerks as "the girls.")

There is in phonathon and other activities a phenomenon known as the "20 of and 20 after syndrome." None of us in the field understands exactly why this happens, but as the event progresses, there are sudden marked lulls in activity, and an inertia that sometimes lasts for minutes comes over the

workers. If you check your watch at that point, the time will invariably be 20 of the hour or 20 after. The time of day you hold your event or the time you start it does not seem to affect this occurrence, although it seems to be less frequent during evenings that go well. This lull is the ideal time for reporting on the evening's progress and for delivering a few motivational remarks to get your workers back on track.

With proper attention to detail, you'll have a successful event. Follow up your success by thanking each participant through a letter from you or the dean the next day. When the pledges for several nights of calling are totaled, write again to let the workers know the whole impact of the program.

THE NEW TREND

At the end of this article are results we recorded for the 1979 calendar year campaign for the Pritzker School of Medicine and the Division of Biological Sciences at the University of Chicago.

Note the phone mail results, achieved by an independent firm using paid students to call alumni of the School of Medicine and the Division of Biological Sciences who had not given for three years or more. The "campaign" began with a long computer letter processed on Medical Center Fund stationery and sent with a two-week lead time to all those to be called. The letter was prepared by the company and produced outside the university.

For the phone calls that followed, students received a script prepared by the company with our assistance. During the calls, the students first asked for a very large commitment and then engaged in negotiation with the potential donor, aimed at achieving a certain level of support.

Several years ago, using an outside firm would have been considered "untoward" by almost all of us. It is not personal. However, it is professional and intelligently aggressive. Alumni have registered few complaints. Professional staff time consumed by phonathon events has been freed for greater personal cultivation of large donor prospects or for motivational programs such as reunion class giving.

Our phonathon cost is $15,155, which is expensive. In a school with less successful alumni, or when calling a large nondonor constituency, the cost of each gift is likely to run higher. However, remember that this is a donor acquisition program. Consequently, you must view the cost of acquiring a donor and a gift with respect to the relatively low cost of

maintaining the donor and gift afterwards. Hiring an outside firm to conduct a phone mail program, if the firm is a good one, can significantly broaden your donor base and raise sights across the board. Several institutions have had excellent results using a phone mail firm in their capital campaigns.

There is little doubt that, with the declining ability to find good annual fund personnel, with decreasing staff sizes and budgets, and with the greater need for increased unrestricted support, there will be wider use of outside specialists for programs of this type. The benefits far outweigh the costs. Institutions who fail to bite the cost bullet may find themselves unable to fund such a program in the future and in the kind of budget cut/lost revenue spiral that results in declining institutional quality. The institutions that begin such an aggressive program now, whether in-house or with a combination of in-house and outside help, will be better able to hold their position in the marketplace in the years to come.

SUMMARY

In the letters that I write to volunteers from a dean or a president, I often end with the phrase, "If you have any questions or if there is anything I can do to be of assistance, please do not hesitate to call."

I make the same offer regarding this monograph, except to add: "Please do not hesitate to call your colleagues or the Council for the Advancement and Support of Education." The key to our successes is checking out our programs and ideas with fellow professionals at other institutions, then deciding what is right for our own. Some rules are flexible; some rules are not. For instance, seldom has it been successful to have volunteers call from their homes to enlist volunteers or solicit pledges. In the early going at Hopkins, we asked class agents to recruit classmates on their own and then show up on a certain night at the telephone company. The mortification of eating dinner with three volunteers in a room set up for 20 is enough to cause years of gastric distress. Never take the risk.

Finally, as we tell all our workers, relax and enjoy yourself. Learning to conduct yourself in a professional manner without tension is helpful for later years of development work. These are your alumni, and despite their all-too-human foibles, they like you and the institution or they would not be at the event. They deserve your respect and assistance. After all, they are doing the job for free. If you have spread yourself so thin that your grin is permanently affixed and you are

treating phone company employees like long lost friends, it's time to cut back the schedule.

THE UNIVERSITY OF CHICAGO

Date January 28, 1980

To: Nelson Cover, Jr. Department

From: William B. von Stein Department

In Re: Medical Alumni Fund Report - Week of 1/21/80

I. Class Agent Mailing - ongoing since 9/14/79

A. Responses, week of 1/21:	$ 200	4 donors
B. Totals to date:	$ 62,025	450 donors

II. Medical Student Phonathon - 11/1/79

A. Responses, week of 1/21:	$ 0	0 donors
B. Totals to date:	$ 4,797	52 donors

III. Phone/Mail - ongoing since 10/29/79

A. Responses, week of 1/21:	$ 835	14 donors
B. Totals to date:	$ 33,817	510 donors

IV. Parents Mailing - 2 classes 11/8; 1 class 11/23; 1 class 11/26

A. Responses, week of 1/21:	$ 50	1 donor
B. Totals to date:	$ 560	15 donors

V. BSD (Ph.D. & M.S.) Alumni Donor Mailing - 11/15/79

A. Responses, week of 1/21:	$ 0	0 donors
B. Totals to date:	$ 8,293	50 donors

VI. Rush Medical College Alumni Mailing - 11/15/79

A. Responses, week of 1/21:	$ 0	0 donors
B. Totals to date:	$ 9,628.50	71 donors

VII. Mailgram - 12/6/79

A. Responses, week of 1/21:	$ 100	1 donor
B. Totals to date:	$ 32,430	314 donors

VIII. Totals for Solicitations Listed:

A. Responses, week of 1/21:	$ 1,185	20 donors
B. Totals to date:	$153,015.50	1,482 donors

II. BUILDING YOUR BASE OF VOLUNTEERS

Nelson Cover
Director of Development
The Washington Cathedral

Your volunteers and your superiors will judge the success of your phonathon by the dollars you raise. Thorough preparation gives you a head start on reaching your dollar goals. And that involves well-organized efforts to recruit enough volunteers.

PRE-ENLISTMENT

The purpose of pre-enlistment is to build a base of phonathon volunteers who will call alumni to enlist them as phonathon workers. An informal event, the pre-enlistment is best held at your offices and staffed by volunteers whom you know well. Since you'll want to have members of certain constituencies present at your enlistment and phonathon, you should make sure you cover all the bases in selecting pre-enlistment workers. For example, at Johns Hopkins we invited a member representing each decade of undergraduate alumni and asked that he or she recruit volunteers from as many different classes in the decade as possible. In this case, the volunteers' loyalty and motivation to perform come from their relationship with you and not the relationship with their fellow workers, so there is little problem with having them call strangers.

You can line up pre-enlistment volunteers during office hours. If your aim is to have 250 phonathon volunteers for five evenings of soliciting you'll need two evenings of enlistment, and two evenings of pre-enlistment. Pre-enlistment, because it is held in your office, usually involves no more than eight volunteers a night who are asked to recruit five volunteers each.

You'll probably make 20 or 25 calls and recruit about 16 volunteers for the pre-enlistment. Have each of them arrive at your office by 6 p.m. one or two evenings two to three weeks in advance of your enlistment. You know that you will have five to eight volunteers attend each evening and that this will assure your recruiting enough workers for your enlistment.

Your arrangements for such an event are relatively simple. You'll want to have a nearby delicatessen or the college food service provide you with an inexpensive, light buffet. You'll also need a set of instructions for the event. By this time,

The Johns Hopkins Institutions

Annual Giving 32nd Year

1978-79

The Johns Hopkins University School of Engineering
Annual Giving
Phoneathon
Enlistment Instructions

Our goal for the evening is to enlist 60 volunteers. If each of you can enlist 5 or more workers, we will be well on our way to success.

You have been given cards for Baltimore area alumni classmates, as well as cards for alumni close to your year of graduation. The people most likely to say yes are people you know; second most likely are donors; least likely are non-donors.

It is often advisable at this point to establish a rapport with the potential volunteer by moving the discussion to some class related, School of Engineering related, or other related topic. Then give the details of where and when and attempt to enlist the worker. (see below)

Important! Enlist workers for the first night on the schedule. You will be notified when this night is filled, and to begin to enlist for the next date. If a potential volunteer cannot attend on a particular night, please enlist him for another evening that is not filled.

Make sure, after you have enlisted a worker, that you write the date he or she will work on their 3x5 card and sign the card. A member of the annual giving staff will be by to collect your cards and post the names on our master list.

Dates:

Tuesday	Wednesday
March 27	March 28

Details:
5:15 p.m. Cocktails and Dinner at McGinn's of Charles St. (The St. Charles Restaurant), 328 North Charles Street. Parking is available at the Allright Parking Garage, 200 block of St. Paul Street.

6:30 p.m. Adjournment to the C & P Telephone Company, 323 North Charles Street.

6:40-7:00 p.m. Phoneathon Instructions.

7:00-9:00 p.m. Phoneathon.

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Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

your staff should already be looking up telephone numbers of alumni. Instruct the staff to find numbers of local alumni first, so that you'll have these cards on hand for the pre-enlistment event.

After your volunteers have finished their dinner, talk to them about what you hope they will accomplish that evening and its importance to the phonathon campaign. Make sure you put things into perspective. Tell them they are the foundation upon which the whole event will be built and that they should go through the cards you've given them and select people they know in the area to recruit for the enlistment. Tell them to try to recruit people from different classes within their decade. Then go over the instruction sheet itself.

After two evenings and several hours of calling, your workers should have recruited from 60 to 80 volunteers for the enlistment phonathon. Some of your workers may even volunteer to help in the enlistment event and/or the phonathon. You should encourage this. You should stop the event as soon as you've enlisted an adequate number of volunteers. By taking it easy on pre-enlistment workers, you have a good chance of recruiting them again for the next two events.

Follow up with a thank you note to your volunteers the next day. It's often a good idea, if you're short of volunteers, to call those who could not attend in an attempt to recruit them for the enlistment.

THE ENLISTMENT

This event is more complicated and sophisticated and is usually held at some facility where there are 30 or more telephones.

Be sure that you have an adequate supply of cards on each volunteer's constituents, that you check with the telephone company (if you're using its facilities), the caterer, and others to make sure they are aware of your event; that you provide an adequate supply of paper and pencils; and that your instructions are clear and explicit.

While the group is having dinner, have someone set up the room where the telephoning will take place.

Since you shouldn't use phonathon forms for the enlistment, it's usually best to order a 3 x 5 card run. Your workers can use these to look up telephone numbers of those you wish to call. New numbers can be given to the computer center so they'll be recorded on the phonathon forms when they are pro-

duced. You can then use the 3 x 5 cards for the local area, with new numbers written in, as a form for your enlistment workers to use.

Once the workers are in place, you should welcome them to the event and explain its importance to the phonathon campaign. You should mention that you hope each of them will recruit five to seven volunteers that evening and that you have a specific goal you'd like to surpass. Tell them to sign each card and record the date on which the worker will attend, and then notify a staff member that they've successfully recruited a volunteer. The staff member will pick up the cards and post them on a board in front of the room to enable an accurate total of the evening's results. It's often a good idea to provide a little incentive for your workers in the form of a contest. The worker who recruits the greatest number of volunteers will at the evening's end receive some token of gratitude. It's surprising what results a little competition can produce.

Rehearse with your volunteers the typical recruitment approach. It might go something like this:

"Hello, my name is John Alumnus and I'm a classmate of yours from Johns Hopkins University. A number of us are down here at the C & P Telephone Company calling classmates in the area to see whether they might help us with the annual fund phonathon campaign this year. It's not a bad deal--free drinks, free dinner, and a chance to call all your classmates across the country. Of course, you understand that your help will go a long way toward assisting the school this year to maintain its really great programs."

Tell your volunteers that you know they'll probably want to use their own words and that they should try to make a genuine appeal for help.

Emphasize the need for the worker to be positive. It's often helpful to demonstrate what not to do when making the call. Such as:

"Gee, Joe, this is so and so, and I'm awfully sorry to call, and I hope I didn't interrupt you. Look, you're going to kill me for asking this. . . ."

Make sure your workers understand how to use the telephone system and what areas may result in toll calls. Tell them to go through the cards in front of them and select the people they know. They should call these people first, then former donors, and then nondonors. Show them where to find the phone number on the form and explain any difficult printing or codes that may be present. Answer questions they have and tell them

it's best to get started and ask questions as the evening progresses. Your entire talk should take no more than 10 minutes.

During the event make sure you keep workers informed on their overall progress, that you are entnusiastic, and that you encourage their success. As the workers sense their own achievements and as their results are posted on the board, they'll begin to work harder and to refine their techniques.

Announce the end of the event about five minutes before you wish to conclude, telling the workers they have five minutes left to complete their calls. This will prevent any workers from extending calls until the phone company workers, who are anxious to close the facility, become irritated with you. Be sure to thank each person who participated. Workers who were not very successful will often apologize for their lack of performance. Assure them that every person's effort helped, that you fully appreciate their assistance, and that you hope they'll come back next year. Always remember that the phonathon and pre-phonathon events are methods of educating both the workers and those whom they call. Even when the enlistment worker is not successful in recruiting volunteers, or the phonathon volunteer is not effective in obtaining gifts, he or she now understands your campaign and the institution's needs far better than when the event began. He or she has communicated an understanding to a large number of donors and volunteers. Phonathons are a tremendous educational tool and a great extender of good will and understanding among your alumni body.

Before the end of the enlistment evening you can stop the calling briefly to tell the workers they can help you meet the volunteer goal by helping on one phonathon night. Often, the volunteers have by then sold themselves on the need to attend the phonathon event and will agree to help you. This is an easy way to pick up an extra 10 or 20 volunteers.

After the event, make sure you collect the cards and other materials so it will be easy for your office workers to process them the next day. The day after the event you should send thank you notes to those who helped you telling them of the evening's results. You may want to send a letter to those who could not attend. Tell them you were sorry they could not participate and express the hope that they'll be able to help in the future. To all those you enlisted, send thank you letters detailing the times and places you'll need them.

A QUESTION OF STYLE

One final note: To a larger degree than you might suspect, the director's conduct and the atmosphere of the event itself

will influence results. There are a few important rules that can motivate volunteers and leave them with the right impression.

First, you must present a confident, controlled, and professional image. It's important that your volunteers know you're in command. At the same time, you want to convey to them a positive feeling about phonathons and a sense of fellowship and camaraderie. This is best accomplished by being chiefly social during the dinner and the collecting of cards after the event, and by being chiefly professional during your presentation and orientation before the event. Mixing those ingredients in an inappropriate way at the wrong times can affect your success.

III. TIPS OF THE PHONATHON TRADE

Nelson Cover
Director of Development
The Washington Cathedral

The planning is complete. You've reserved the rooms for your phonathon, recruited your first volunteers, planned the meals, set up office systems, located telephone numbers, and ordered the necessary forms. Your job has just begun.

Before the big event, you should consider several actions that will enhance your volunteers' productivity. First, what kind of advance thank you have you sent to your volunteers? It should be personal, pleasant, and compelling. You might use the approach that volunteers will see familiar faces and will be part of a worthwhile effort that many others support. Not participating would mean disapproval from friends and classmates, and volunteers would miss spending an enjoyable evening with acquaintances. Also, it's very important that each volunteer receive a reminder postcard or telephone call the day before the event. This will cut your attrition rate significantly.

Second, you should consider whether you'll send advance notices to alumni who will be called. In making your decision, you should consider the cost of preparing and mailing the notices. To enhance results, you'll need a very skillfully written letter. In many cases, notices of this type may be superfluous. However, I recommend this policy if the effort is directed at long-term nondonors or at a constituency that has not previously been approached for contributions.

PHONATHON INSTRUCTIONS

What should you include in your instructions to volunteers? How should you give those instructions? Seriously consider using a slide show to instruct your volunteers. This may seem like overdoing things, and it may seem "rah-rah" or slick. But consider this: each phonathon night you or a coworker will stand before volunteers and try to (1) represent the institution in a compelling fashion; (2) motivate the volunteers; (3) give an explicit set of instructions and explain an often complex and subtle rationale for giving; and (4) remember a host of small details, such as the proper time to call the West Coast.

Considering that at one time or another you or your coworker may suffer from stage fright, lack of sleep, and 14-hour work days, and that you must cope with numerous other problems,

your performance as an instructor may be less than compelling and most likely will be confusing. You have enough problems without having to "perform" each night. Instructions on how to make a call and how to process a form given through an audiovisual presentation not only attract the volunteer's attention, but ensure that a high-quality message will be given every night. Nothing hurts a phonathon event more than volunteers who are performing without adequate knowledge or motivation.

Whether you use an audiovisual presentation or not, you should have a clear set of instructions in writing. Throughout the evening, volunteers will check these instructions to keep themselves on track. The best method of conveying complete written information to volunteers is to print it on a well-designed desk blotter that is used with each night's calling.

THE CHALLENGE

The hardest part of any selling effort is finding a concept to fit your approach. The concept is the hook upon which all phonathon volunteers can comfortably hang their sales hats. It focuses on need; it sets goals that are reachable within a few evenings of hard work; it gets the workers working and the donors giving. For maximum dollar results, a phonathon must have a challenge, preferably based on new and increased giving, with special incentives for such things as joining a higher or new giving club.

The need for a phonathon challenge gives the director the opportunity to approach and solicit a larger than usual gift to be used as the challenge. An especially forward-looking director will try to negotiate the donor to a larger challenge gift.

PUBLICITY

You cannot have enough publicity--for your challenge donor, for your volunteers, for your donors, for your program. Obtain support for the program from student publications and your office of publications. Get coverage, and send clippings to participants with the final phonathon tabulations and a note from the dean or president about the "wonderful job" they did.

MATCHING GIFTS

Matching gifts are, with some exceptions, the most neglected facet of the annual fund. At many schools, employment infor-

mation is not kept or is not well maintained. Consequently, the annual fund director has no idea which alumni work for companies with matching gift programs. You can obtain this information through the phonathon. Be sure that each caller knows the importance of matching gifts, has a matching gift brochure at his or her desk, and asks callers about their employment. Matching gift money is not only completely unrestricted, but some companies match on a two-for-one or three-for-one basis. And you may in the evening's work uncover an important corporate figure.

STACKING THE DECK

Everyone likes to succeed, including you. It makes sense to have workers call people in their class, although this is not always possible. It makes sense to have campaign workers call people who are habitual donors; however, this, too, is not always possible. If a worker begins his or her evening by contacting some hostile nondonors, or the spouses of recently deceased alumni, then he or she will not approach the remaining prospects with the proper enthusiasm. How do you avoid this? Stack the deck.

When you do not have enough classmates or enough donors to assign to your campaign workers, at least start them off with these groups. As they succeed and become more confident, they'll work their way into the not-so-responsive alumni with enthusiasm and good will. Tell your workers what you have done and tell them why. They will not feel deceived. Moreover, they will expect to have a more difficult time later on. Tell them how important it is to get the nondonor merely to make a pledge. As a worker develops his or her sales pitch and confidence, he or she can do a considerably better job with those who are hardest to convince.

RAISING SIGHTS

As I mentioned, the most important tool in a phonathon is the challenge. With it you can offer a compelling rationale for increased giving. However, as you wander around the room during the evening, you may begin to hear a refrain that goes something like this:

> "We would hope that you could not only give this year, but that you could increase your gift. As a way to encourage this, an alumnus has. . . . What? Oh, how much did you give last year? Um, let's see, I believe it was $25. Oh, I should put you down for that amount? Well, thank you so much for your help. It really means a lot. I'll put

you down for that amount and we will send you a notice tomorrow."

Conversations such as this are painful to the professional's ear. Not only has the hapless volunteer let him-or-herself be talked out of presenting the challenge, but this person has not asked for a specific gift at a high level. The volunteer also has thanked the donor for maintaining a poor level of giving, thus reinforcing the thought in the donor's mind that giving the same amount every year is not only acceptable, but worthy of praise.

We go back to the instructions. This example demonstrates why they had better be good. During your instructions you should tell your workers to ask for a specific gift of at least double the highest previously recorded gift. Often it is best to start at a gift club level that is greatly above the previously recorded gift. This will certainly get the prospect's attention and will open the door, we hope, for a negotiation downward, but not, we also hope, to the former level of giving. Once your worker begins the negotiation, he or she should use the challenge and any other motivational factors. Also, make clear to your workers that this technique has been used with great success by other alumni volunteers.

LEADERSHIP

Invite the president, dean, alumni association president, or any other spokesman for the institution to give a two-to-five-minute talk about recent events at the school, to express gratitude for the volunteers' help, and to explain why their efforts are so important. This kind of "special" thank you and intimate sharing of the institution's day-to-day and long-range operations works wonders on volunteers. They will remember sharing a pleasant evening with volunteers who, because of the annual fund director's professional talent, are raising money to help the institution meet its goals.

IV. STUDENT VOLUNTEERS ON THE LINE

William A. Torrey
Assistant Director
Office of Annual Giving Programs
Bucknell University

Bucknell's student-to-alumni phonathon is one of the most important parts of the annual giving program. During the past six annual phonathons, the program has grown steadily in scope and in dollars raised--a total of $713,994 for the annual fund.

In January of 1980 over 350 students spent part of their interim session as volunteers for the phonathon and raised $166,242. The project ran 18 nights, usually Sunday through Thursday, and students staffed about 30 phones a night.

The phonathon is truly a volunteer activity. Students are responsible for planning, enlistment, training, and execution. The primary purpose of the project, of course, is to generate gifts for Bucknell's annual fund. This is particularly attractive to students who realize that the fund provides additional dollars for the current operating budget. In addition, we feel our enthusiastic student volunteers are persuasive representatives of Bucknell today, and most alumni look forward to those January calls.

Planning for the phonathon begins in October. The Annual Giving Office selects the student chairperson and helps him or her select the steering committee. The chairperson's steering committee includes five individuals--one chairperson for each week in January and a publicity chairperson. During the next several months the committee publicizes the phonathon on campus through posters, the student newspaper, the campus radio station, and inserts in the January Program Catalogue. In addition, the weekly chairpersons enlist nightly chairpersons, who in turn recruit callers for each night. This is accomplished through a series of enlistment and training meetings throughout the fall semester.

Throughout the entire effort the Annual Giving staff stays in the background, providing administrative support and as much counsel and guidance as the students need. However, the students conduct all meetings and training sessions.

Although the students receive no pay, the chairperson and steering committee receive university credit for participation in a "Jan Plan," the phonathon. Incentives for callers include nightly prizes for the most new money raised and the most increases pledged, spot prizes throughout the evening to pick

up the pace when needed, and monthly grand prizes of two $50 gift certificates at the Bucknell bookstore. We end each calling night by giving our volunteers one free minute of a long-distance phone call anywhere in the United States for each thousand dollars the group has raised that night.

The student volunteers appear to enjoy their work, and it's not uncommon for students to become repeat callers for six or even 12 nights in a row. With a clever theme (this year, "Long Distance--the next best thing to being here"), cheerleading for the student organizers, and the excitement that comes from getting those gifts in, the phonathon tends to be a good time for everyone.

Each caller receives a biographical form with a pledge card for each person to be contacted. In addition, our callers get a student-conducted training session and printed materials, the most important of which is the "patter sheet," which describes calling procedures. In addition, each person contacted receives a student-signed letter and personal "P.S." The pledge card and letter (either a "yes," "maybe" or "not now" letter) are mailed from our office the next morning. We keep and announce 15-minute tallies of pledges.

The students ask individuals with a past giving record of any amount and to any fund to make a minimum gift of $100. For those alumni who are nondonors, the student callers ask for a gift of $50 and work down from that point. They ask alumni whose giving record indicates a higher potential gift to donate larger amounts, which are screened by the Annual Giving staff.

Toward the end of the calling month, we hold our own version of "Superbowl Sunday." We choose 20 best callers and spend the evening contacting only our $250-and-up prospects who have not yet made a gift. Superbowl Sunday 1980 alone raised $21,870.

REACHING OUR AUDIENCE

The primary targets of the phonathon are Bucknell alumni and other friends. (Parents are not contacted during the phonathon but are called earlier in the year during parent-to-parent phonathons.) Our students attempt to contact all alumni who have not yet made a pledge or gift to the annual fund. Since solicitation begins in September with a major direct mail piece on the annual fund, the alumni are aware of the program and its goals for the year. In a sense then, the telephone calls are a followup. The Bucknell January phonathon attempts to call all alumni--donors and nondonors. We are careful to distribute the biographical forms with a mix of both types.

In addition to soliciting for the annual fund, we instruct the caller to ask alumni if they have any questions or concerns about Bucknell. We tell our students that if any alumnus appears hostile or asks questions that they cannot answer, they are to turn that call over to one of the several staff members present. This happens very rarely.

We hope that over the next several years, as the growing number of student phonathoners become alumni, they'll be more receptive donors because of their phonathon experiences. Not only will they have had important volunteer exposure, but they will have achieved a good understanding of the purpose of the annual fund. We already hear comments from young graduates that it's almost impossible to turn down a January phone call because they know what the student is going through!

During the January 1980 phonathon our students placed 28,240 phone calls. Of those calls, 36.9 percent were completed. Of the 10,433 people reached, 4,245 said they would make a pledge; 1,666 said maybe; and 4,020 said no.

Our student callers are specifically trained on the importance of new and increased gifts to the university, and the results show this emphasis. Of the $166,242 pledged in 1980, $79,865 represents new and increased gifts from 2,805 donors.

TAPPING RESOURCES

We make every attempt to keep costs low. Chief expenses during the 1979 phonathon were:

$7,807.39	--Toll bills and phone rental
872.00	--Phonathon forms and computer time
107.00	--Printing cost of letters and materials
1,500.00	--Postage for follow-up letters
700.00	--Dinner for our student callers through the cafeteria (approximate)
150.00	--Prizes
$11,136.39	--Total (9 percent of total pledged)

The program lasted 18 nights in a room on campus. Each night, two members of the development staff and a member of the clerical staff were present to help distribute materials, collect completed card information, keep tallies, and in general guide the evening's momentum. Dinner was served through the cafeteria from 6:00 to 6:30 p.m. At 6:30 p.m. the monthly chairperson, the weekly chairperson, and the nightly chairperson made presentations for half an hour designed to train our callers. The staff video taped these presentations, and showed them to organizers the next day to train them for the next night's presentations.

At the end of the evening, the completed cards went back to the office for processing immediately the next morning. It has been a pleasure to find that because our students are so enthusiastic, they often voluntarily appear in the office the next morning to see if there's anything they can do. They are a great help to the clerical staff. We estimate that it takes about 650 clerical hours to support the phonathon efforts. We are also indebted to local Lewisburg merchants who donate many nightly prizes (movie passes, stereo albums, $5 and $10 gift certificates to ice cream parlors, stores, and so on to spur on our callers.

CONTINUING SUCCESS

Each year, our phonathon becomes easier and more rewarding. We have been careful and most fortunate in our choice of student chairpersons and we firmly believe that is the key to the program's success. We give our student leaders all possible freedom and as a result find them receptive to our counsel. The savings of cost and travel time by using volunteer students on campus are significant. Although we will be conducting more regional alumni-to-alumni phonathons, we are convinced that the January student phonathon will remain an important cornerstone for the annual giving program. Although PR is not easy to measure, we're convinced that our students are great good will ambassadors. For the majority of our 30,000 alumni, this is the only personal contact they will have with Bucknell during the year, and we ask our students to make the most of it. Problems have been minimal. And our alumni often tell us that they don't have to worry about Bucknell's future as long as we're attracting students who love Bucknell enough to volunteer for the phonathon. They are truly impressed.

V. WHO'S CALLING, PLEASE? PAID VS. VOLUNTEER WORKERS

Stephen A. Lundin*
Assistant Director of Major Giving
UC Berkeley Foundation

I believe in the effectiveness of telephones. We have found that a mailed appeal to nondonors will have a one half of one percent to two percent response, while a phonathon aimed at nondonors will get pledges from 10 to 20 percent of the prospects. This is an increase in effectiveness roughly 10 to 20 times what you might expect from a mail campaign. If you had 5,000 nondonor prospects, our statistics indicate direct mail would produce 50 donors, while the telephone would probably produce about 450 donors.

This is not to suggest that you should use only telephones in an annual fund campaign. Ideally, the annual fund should incorporate personal solicitation and a large and effective mail campaign to supplement your telephone efforts. Of the three, however, I feel the telephone is the strongest partner. Not only is the telephone effective for raising money for your development program, but it can also be very effective in acquiring memberships for your alumni association.

There are, however, several disadvantages in using telephone solicitation. First, there is a limit to what you can do. You have budget constraints, and it is costly to call alumni, particularly if they are out of your dialing area. One half of your prospects will not be home on any given night; you may want to make a second phone call, which may raise your percentage of those contacted up to 60 percent. There is also the problem of locating phone numbers. This sometimes can be solved by hiring students to peruse telephone books. Or, perhaps your local telephone company has such a service. In the West, for example, the telephone company charges five cents for every number it finds. There is also the problem of wrong phone numbers, people moving, out-of-date records, and so on--all time-consuming and costly. Another disadvantage in telephone solicitation is that it requires more extensive planning than a mail program does. You'll also have the problem of recruiting volunteers and arranging facilities for volunteers to meet. The attrition rate can turn a potentially successful evening into an exercise in loneliness, if many people do not show up when they have been expected.

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*Lundin was formerly Director of Annual Fund Telephone Campaigns, UC Berkeley.

Among the telephone's many advantages is its effectiveness. Typically with telephone solicitation you might expect to renew two-thirds of your LYBUNT (gave last year but unfortunately not this year) prospects, one half of your PYBUNT (previous year but not this year) prospects, and 10 to 20 percent of your nondonors. Those results are far higher than any other type of solicitation you might use at the lower donor levels. Telephone solicitation is also more personal, is a better public relations tool, gives you the ability to overcome objections and to stimulate interest, is a good cultivator for future years, and allows you to promote benefits more easily. It's also a good device for upgrading prospects to a higher level because you can mention a specific amount. There are other side benefits: the ability to update records and the opportunity for the prospect to express any concerns about the university.

There are three ways to staff phonathons: student volunteers, alumni volunteers, or paid students. There are several advantages and disadvantages with each method. With each group we must be concerned with such factors as recruiting, motivating, training, and providing incentives during the calling event.

1. Student volunteers. The advantages are that students are easy to recruit, inexpensive to maintain while on the phones, and a natural sales force for your alumni body. However, several disadvantages outweigh the advantages. First, students tend to be apathetic toward your fund-raising project because they often feel they have better things to do than raise money for your particular program. For this reason, they may also be unreliable. Also, we've found that student volunteers are the least effective type of solicitor. They usually lack thorough training because there is not ample time to discuss the various needs of the campus, how to be a good solicitor, and preparation of materials.

2. Alumni volunteers. At this time alumni volunteers are the most widely used telephone callers. There are several advantages. First, using alumni volunteers is an excellent way to involve your alumni body in the program you're promoting. This involvement tends to produce larger donations and peer contact with those most likely to write you large checks. Alumni are also very effective callers, although they, too, may not be thoroughly trained because of inadequate time. You can use several incentives or motivation techniques during the calling evening, such as ringing bells when a caller gets a pledge, announcing prizes at the start of the evening, training callers to feel confident on the telephone, setting nightly goals, offering tangible rewards for all callers, or perhaps using a slide show or film about your fund-raising program to help train and motivate your volunteers. We've found that a successful motivator is the use of

band music and the school fight song during the training show. A slide show should not be merely a training piece, but should be a way to get volunteers "psyched up" for their long evening of calling.

3. Paid students. The most effective and least-known method of calling is to use paid students. We usually hire two teams of 20 to 25 students each (50 total) and pay the beginners $3.20 an hour, and the veterans $3.40 an hour. They can work either Monday and Wednesday nights, or Tuesday and Thursday nights, or all four nights. A disadvantage of having students call every night is that they tend to get burned out by the end of an eight-to-12-week calling period. They may fall behind in their studies if they are working four nights every week. This is why we encourage students to work two nights a week and to take on additional nights later, if they prefer. There are several advantages in using paid students. They're quicker on the phones than any other type of caller. We've found that a paid student can make 55 calls in two hours, as opposed to 35 calls by an alumni volunteer. We've found paid students to be the most effective callers. They have out-performed alumni callers in terms of percentage of pledges acquired for those they called. They also can be better trained because you can spend perhaps two hours before the phonathon explaining fund raising at your institution, how to be an effective solicitor, how to prepare and use materials, and the details of their job. They also learn how to handle resistance. And they'll know what will appeal to prospects because frequent calling will teach them what makes a solicitation effective. They also have an advantage in being a student. Alumni prefer talking to students because they can answer specific questions and have the charisma of youth. Student callers can also be far more flexible as to whom they call. You can vary the prospects to be reached by giving the students a different written sales pitch for a particular evening. For example, one night they may call nondonors in a local area, the next evening donor club members in your local area, the next night reunion class prospects, and the next evening donors to a specific college or school on campus.

Because the students are being paid, you can hire whom you wish and fire those who aren't effective. They are also dependable because they know absenteeism will cost them their jobs. Students are able to stuff and code their own envelopes. This allows the materials to be mailed the evening the pledge is made and reduces staff time to do this work. We've also found that students are effective in reducing the number of open pledges acquired in favor of specific pledges, which are more likely to be returned with a check.

Using paid students does have disadvantages, however. You must have phones available on a regular basis and must have

at least one phone for every student caller each night. Student callers are more costly than their alumni counterparts, but not a great deal more costly because it's not necessary to serve them dinner or wine, or to supply them with new materials every night. Another disadvantage is that student callers reduce the volunteer nature of your campaign. Not involving alumni volunteers in the fund-raising project could have long-term effects.

We usually obtain about a 70 percent return rate on our pledges, which seems to be about the national average. Less than 60 percent means you need followup, and you should greet anything greater than 70 percent with a pat on the back and perhaps a day off for your fine efforts. After you send the initial pledge reminder the evening the call is made, we suggest you send a second reminder, perhaps two or three weeks after the original pledge. If you want to be more persistent, another reminder four to six weeks after the original pledge might be necessary to achieve the 65 to 70 percent return.

VI. HOW TWO UNIVERSITIES USE PAID CALLERS

Scott G. Nichols
Director of Annual Giving
and Nancy L. Davis
Assistant Director of Annual Giving
Northwestern University

In recent years the use of phone solicitation has grown dramatically. Most institutions use volunteer workers for their phonathon efforts; usually alumni solicit alumni. Based on the fundamental belief that peer approach is best, the class phonathon remains an integral part of many top annual giving programs in the nation (Princeton, Yale, Middlebury). Parent-to-parent phonathons (Colgate, St. Lawrence) and even giving club phonathons (University of Pennsylvania) reflect the peer solicitation technique. Yet, as prospect pools grew and the complexities of identifying, recruiting, training, and stewarding volunteers increased, many institutions have achieved successful results using student volunteers. The natural enthusiasm and sincerity of students more than compensated for losing the peer approach.

Some schools are experimenting with paid solicitors (Yale, Wisconsin, Chicago). Two institutions have developed enough experience in this area to provide some analysis.

UNIVERSITY OF CALIFORNIA AT BERKELEY

After using alumni and student volunteers for several years, Berkeley started hiring undergraduates to call its "never giver" prospect pool. Prior direct mail approaches yielded a .5 percent to 2 percent response rate. Using alumni or student phone volunteers with this group proved not much better. Morale dipped dramatically, results were skimpy, and the atmosphere of these phonathons was deadly. With over 100,000 alumni in this nondonor pool, the staff felt a continuing need to try an alternative means of reaching the group.

Three years ago Berkeley hired students, and the results were very much to the university's satisfaction. Of the people contacted--approximately 20,000 a year--about 16 percent make pledges. Berkeley hires 60 students to work two nights a week (Monday and Wednesday, or Tuesday and Thursday, from 6:45 to 9 p.m.) for $3.20 an hour (1979 wages). Over a 10-week period in the fall and another 10-week period in the spring, the students attempt 40,000 contacts with 50 percent eventually completed. Direct costs, excluding professional

staff and indirect costs, are $14,000, and revenue is roughly $72,000. The average gift is $11, with $15 being the suggested level.

Productivity of the paid help is about 50 calls per night. Alumni volunteers at Berkeley average 35 calls a night, and student volunteers between 20 and 25. The nightly attrition rate for both volunteer groups was a large problem.

Berkeley recruits students through campus advertising, and staff members interview them over the telephone. There is no tie with financial aid; Berkeley viewed that as too bureaucratic. Freshman and sophomore women comprise the largest block of workers. Training consists of a two-hour session the day before the first phone calls. Telephone company personnel participate by furnishing techniques for proper calling and listening. Berkeley encourages students to develop their own presentation, and most do. At the end of each evening, the students process their own paperwork, i.e., stuffing pledge packets, coding envelopes, sealing, and so on. Student assistants supervise the event.

The benefits of the program show up in the results. Berkeley personnel feel that the reasons for success are: (1) the high productivity of the caller, (2) receiving a "no" doesn't bother the caller, and (3) repeating the task develops a very effective approach. Drawbacks of the program are: (1) costs are not low, and (2) staff time requirements are high.

Berkeley is very satisfied with the effort and is expanding the prospect pool for the paid workers to include donors of less than $25.

UNIVERSITY OF MINNESOTA

In 1972 the University of Minnesota used paid student callers to work at the lower gift levels (under $100) and with non-donors. Although the program has undergone a number of face-lifts, the basics have not changed.

Currently 10 students call prospects four nights a week (Monday through Thursday from 6 to 9 p.m.) eight months of the year. They receive $4.06 an hour (in 1979). Although the phoners call a few previous contributors, the program's greatest thrust is one of donor acquisition. The callers account for 4,000 to 6,000 gifts a year, with the average contribution being $14. Total costs for the program are between $42,000 to $49,000 a year, and revenue is $65,000 to $85,000. The university estimates that it is costing approximately 65 cents to raise each new dollar. Naturally, the cost of obtaining repeat gifts from these donors will be much lower.

The contact rate hovers between 30 and 40 percent, with a pledge rate of 25 to 50 percent. Prospects receive an advance postcard indicating that they will be called.

University staff members recruit and screen students. They look for students with energy and self-assurance. Getting fired is not an unusual occurrence.

For several years students had to look up the phone numbers of their prospects. However, too much of their time was being spent inefficiently, and the atmosphere of the phonathons became stale. The phone company now furnishes the numbers, and the students devote their 12-hour work week entirely to solicitation.

After seven years, the Minnesota staff is convinced that using paid students is the only effective way of acquiring new donors in large numbers. Drawbacks are the costs and the staff time required for supervision.

These experiences seem to show that:

1. The use of paid student callers appears to work well in donor acquisition.

2. The results justify the costs. The expenses of obtaining new dollars and new donors are well within accepted ranges.

3. The keys to a successful program appear to be: a sufficient time frame, proper selection of students, proper training, adequate prospect information, substantial budget, and staff support.

VII. STAGING REGIONAL PHONATHONS

Edwin D. Shipley
Associate Director
Alumni and Development Programs
Ball State University

Until 1965 Ball State University was a teachers' college with 90 percent of its students coming from Indiana. As these students graduated, they stayed in Indiana and most were employed in education. The teacher-dominated alumni population meant that the resources of our graduates were not as great as those of alumni from institutions with business and professional schools.

Ball State University today is a state-assisted institution with five colleges, including a College of Architecture and a College of Business. It currently has 57,600 alumni, with 39,600 living in Indiana.

In 1967, the year before we initiated telefunds, 4,102 alumni--17 percent of the alumni solicited--gave $36,557. Twelve years later, in 1979, 19,976 alumni gave more than $400,000, representing 34.68 percent of those solicited. For the past 12 years of Ball State's telefund effort, over $2,103,191 has been raised from alumni almost exclusively by telephone. Each year, including the first, the percentage of participation has been over 29 percent.

CULTIVATING THE CLASSES

A very important aspect of our telephone campaign success is cultivation. The Ball State Alumni Association does an outstanding job in alumni relations. The alumni and development offices are a joint effort at Ball State, and alumni and fundraising programs are jointly handled by six professional people in our office. We can't measure exactly this cooperative effort's impact on our telefund success or donor participation, but we believe that without it our percentage of donors would drop.

THE VALUE OF VISITS

The most important aspect of running a regional telefund campaign is organization. That requires plenty of advance planning. You need to prepare and send many letters and brochures and to make numerous telephone calls. A staff member must make at least three personal contacts in the telefund area. One visit should be to secure a general chair-

person and possibly the phoning site. The second visit is with the night captains and the volunteer leaders. This should be a dinner meeting, with the university picking up the tab. The last visit is the actual campaign. A professional staff member must be at the calling site each night of the campaign, and often we use two staff people each night. The need to visit your campaign volunteer leaders personally is imperative. I don't believe you can successfully recruit top-notch volunteers without these personal contacts in the field.

THE NITTY GRITTY

Secure a good general chairperson. When possible, choose a person connected with the local alumni club, someone who is well-known and interested in helping the university, or an alumnus who is young and energetic and knows a lot of alumni in the area. Never try to obtain this chairperson by telephone. Make a trip to the area and tell the prospective chairperson that you came just to see him or her to seek leadership. Go through the entire volunteer outline with the prospective chairperson. If your number one prospect declines, ask him or her about other potential leaders in the area.

The chairperson should agree with the staff person on campaign dates, and the staff must be willing to adjust if the chairperson points out that proposed dates are bad for some reason. The chairperson, in conjunction with the professional staff liaison, is responsible for obtaining a phone site that has enough trunk lines to complete the campaign. If possible, use of the facility should be free.

Our rule of thumb is to have about seven trunk lines for every 1,000 alumni to be called and to call on three consecutive evenings. This will give you the chance to reach persons not at home on the first attempted call or at least to make two attempts to contact them.

Some typical arrangements for campaign facilities, number of phones, and number of evenings for calling are: (1) telephone company headquarters: 16 trunks, three nights, 2,211 prospects; (2) bank: 10 trunks, three nights, 1,159 prospects; (3) school administration building: six trunks, two nights, 632 prospects; (4) major utility accounting office: 36 trunks, four nights, 6,200 prospects.

For calling alumni in our home county, which includes about 6,000 prospects, we install 30 phones in the basement of a residence hall. This installation is the same each year, and much of the installation equipment is kept intact and stored

above a false ceiling. We use 15 outside lines and 15 connected to the university Centrex system (this cuts our cost). We keep the phones for three months, during which students do the calling.

The general chairperson must secure the captains necessary for completing the volunteer structure. Normally, this is one captain for each night of calling; however, this will vary, depending on the number of telephones to be staffed. Attempt to follow the "one hand theory" whenever possible; never ask a volunteer to obtain more than the number of volunteers you can count on five fingers. The more volunteers a person must obtain, the more chances of difficulty. The average person is limited as to the number of persons he or she knows well enough to ask favors of. The absolute maximum number of volunteers that another leader should have to obtain is eight.

If you follow the "one hand theory," your major campaign structure might look something like this: Using 16 phones each of three nights, you'll need one general chairperson and three evening chairpersons, each responsible for four night captains, with each of these responsible for four volunteer callers. For a given night this provides a total of 21 persons operating 16 telephones. This more than allows for the normal attrition rate, which in our experience is two out of every 10 volunteers.

The general chairperson should be present at all phone nights and should organize a captains' meeting about four or five weeks before the campaign. The captains' meeting enables the staff member to emphasize each captain's responsibilities, the scope of the campaign, and its deadlines. Our experience shows that a dinner for the captains usually assures that they will feel obligated to fulfill their responsibilities. The general chairperson should work with the staff person and local media to obtain good publicity before and after the campaign. In addition to local newspaper publicity, make sure the campaign is publicized in the alumni publication and have an "honor roll" listing the volunteers.

Specific responsibilities of the night captains include attending the captains' meeting, obtaining sufficient volunteer callers, notifying the office and chairperson of all workers' names and addresses at least three weeks before the calling, phoning each worker the weekend before the event as a reminder, and attending the campaign with the volunteers.

You should prepare a general mailing to area alumni telling them of the phone campaign. Time this mailer to arrive a week to 10 days before the calling. If the mailer is a letter,

it should be signed by the local chairperson, annual fund chairperson, or some recognizable important volunteer. Don't assume that prospects will make a pledge simply because they are going to be called. The mailer must state a case for support.

You should use some type of printed pledge form and you should process one form for every alumnus in the area. The form should give the volunteer the prospect's telephone number, address, previous giving record, and any other information available that might help the volunteer obtain a pledge.

You should send a thank you letter and caller brochure to all volunteers as soon as you know they've offered to help. The letter should include where and when the campaign will be held. We ask our workers to arrive at 6:20 p.m., the briefing starts at 6:30, and the telephoning takes place from about 7 to 9 p.m. The best nights for calling are Monday through Thursday. The caller brochure gives the volunteer all sorts of background information, such as a sample sales talk, statistics on the fund-raising successes of your organization, and anything that will help reassure the volunteer the job will be simple and enjoyable. Prepare visual materials and background information that will help brief the volunteers. Use large charts, special brochures, work sheets, slides, and so on.

The staff member running the campaign should be at the phoning site to set up shop at least one half hour before the workers arrive. After the general chairperson has thanked all volunteers, the staff person should give complete instructions and the "sales pitch" to all workers. A good briefing will take about 30 minutes and should be presented with great enthusiasm. As the volunteers make their calls, be available to answer questions, keep statistics, and process pledges. It's best for your workers to be together in the same room.

Set a realistic goal each night, one you know can be reached. The worst negative influence in a campaign is to set a goal that can't be reached. Workers will feel they've failed and will not want to take part in future events. Make sure you send each person who has made a pledge a thank you note or letter the same night the pledge is received. It's best to have a pledge card that can also be used as a thank you, with a return envelope mailed to the donor. Alumni not reached during the calling should immediately receive a solicitation letter explaining that you were sorry to miss them during the telephoning, but hope they will give, and so on.

Various other tips that can affect your success include:

1. A good caller will be able to dial about 100 numbers and talk to about 40 prospects in two solid hours of calling.

2. Try to serve some snacks or refreshments while volunteers are calling; however, we have found it best not to serve liquor before the calling.

3. It's not necessary to have a dinner for workers before calling. We recommend setting goals and buying drinks or food for the volunteers after they've completed the calling.

4. Staff members should always be enthusiastic; it will rub off on the workers.

5. Always arrange pledge cards so that each volunteer has an equal number of prospects, with the best prospects on top. Don't hold back the best prospects for the second or third night of calling. Simply reorganize the cards each night.

6. Give volunteers their own pledge cards and ask that they complete them before making any calls.

7. Don't expect large gifts to be pledged by telephone. A phone solicitation is best when the intent is to broaden the base of support with gifts of $5 to $200.

8. Always have one or more staff members running the campaign. Never send materials off to a city and let volunteers run a campaign alone.

THE STUDENT TELEFUND

We use a similar organization for our student phone campaign from campus. We call all alumni areas for which we can't justify a regional campaign because of the numbers of alumni or organizational expenses. We train the students, and a staff person supervises them. We pay them our student hourly wage and call Monday through Thursday nights for 11 weeks. We choose a student leader as team captain for each night of the week. Thirty-six callers work one night a week from 6 p.m. to 9 p.m. Each team must also work one Saturday afternoon, when we call the west coast alumni because of the time difference. The student campaign takes place in a multi-

purpose room in a dormitory, in which we connect 33 phones for this three-month period. We also use these phones for calling local alumni.

VIII. CALLS FROM A COMMUNITY COLLEGE

Darrell E. Slabaugh*
Executive Secretary
Alumni Association
with Sarah Herold
Associate Department Head
Alumni and Fund Raising
Kirkwood Community College

Kirkwood College's alumni telephone campaigns are a good example of how you can adapt traditional fund-raising techniques to your institution. A community college's alumni body differs from that of a four-year institution, especially a residential college. Yet, with adaptations, phonathons can be highly effective.

The Kirkwood alumni board of directors conducted the college's first telephone campaign in the spring of 1976. Using our new computerized alumni record-keeping system, the board obtained a computer list of more than 5,000 local graduates, whom we hoped to contact during five evenings of calling. Our 14 alumni board members, representing several different programs, served as volunteer callers. We did not complete our calling assignment, and our response rate was dismal--close to 10 percent.

A couple of years and a couple of telephone campaigns later, through trial and error, we revamped our telephone campaign effort. The new method we developed proved successful in two subsequent campaigns. The lessons we learned probably can apply to your institution as well.

The basic premise of our fund-raising method is this: specialize the campaign by academic program. A graduate of your institution's nursing program does not have the same interests, sympathies, or financial capabilities as a graduate of your auto mechanics program. By focusing on your nursing graduates as a separate constituency, you can develop a campaign that will appeal specifically to them. An academic program is often the best common denominator a fund raiser can use to cultivate alumni interest.

Before you launch a telephone fund-raising campaign, you should answer these questions:

1. What do you want the campaign to achieve?

2. What is an appropriate cause for the campaign?

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*Slabaugh is now with Wichita State University's Endowment Association as Director of Development.

3. How many volunteers will your campaign need?

4. When should you conduct the campaign?

WHAT DO YOU WANT TO ACHIEVE?

Your primary goals might be financial ones, but there may be other lucrative by-products of an effective campaign. For example, updating alumni records is an important benefit. In conversations with alumni, your volunteer callers can obtain new addresses, as well as personal and employment information. Adequate alumni records, in turn, are essential to conduct a good campaign. Your callers must have background information on the alumni they will call. We have found that the more comprehensive your alumni records are, the more sophisticated your marketing and audience identification techniques will be.

A good alumni record-keeping system can be a tremendous asset to the entire college, particularly your faculty, your continuing education programs, and your placement and public relations offices. At the end of this article you will find a sample alumni file from our computerized records system. With comprehensive information on your alumni, the possibilities of data retrieval are almost endless. By computerizing the information, you can produce highly exclusive or highly inclusive lists and labels. For example, with our system, we can withdraw mailing labels for the 16,000 persons who have graduated or earned 45 hours of credit or more. We might use this list for a mass mailing--an alumni publication or a brochure on an upcoming trip. We also can obtain a printout of all wastewater graduates living in Scotch Grove, Iowa, who participated in our Las Vegas trip two years ago.

Record sophistication is possible by using a system of classification, geographical, and academic codes. In fund raising, a comprehensive record system is invaluable because it allows you to keep a detailed donor history of each alumnus. The responsibility does not end with obtaining computerized alumni records, however. You must maintain and update not only the individual alumni files themselves, but also the entire computerized alumni record-keeping system. For example, in 1978 we made close to 9,000 updates of information in our system. Our secretary completed 99 percent of those updates.

Even if you can't computerize your alumni records, you can use our format for maintaining manual alumni records. It's a viable system that can be easily computerized whenever your college has that capability.

In addition to the record-keeping benefits of a campaign, calling alumni can keep them aware of college needs. We

found that most of our graduates don't even know we have unmet needs. The telephone campaign can increase awareness among alumni and offer graduates the opportunity to help in several ways. If an alumnus can't be a donor, perhaps he or she would be willing to be a volunteer for the college's recruitment program, legislative efforts, or other activities.

The telephone campaign can help your graduates meet their own needs as well, by providing them with information on continuing education programs at the college.

WHAT'S YOUR CAUSE?

In deciding on an appropriate cause for a campaign, we find it helpful to involve other individuals at the college. Student financial aid is a popular giving area. Our telefund campaigns have benefited departmental scholarships, the alumni scholarship fund, and our matching student financial aid fund.

We know that more than 75 percent of our students work, and about one third of this 75 percent work full time while attending college. Almost 40 percent receive some type of financial aid. We also know that 95 percent of our students each year receive a job upon graduation. Therefore, most alumni relate to the financial aid cause. Other goals include physical campus improvements, or new facilities and equipment.

Our 1977 dental assistant telephone campaign is a good example of a goal that appealed to alumni. Graduates and instructors of the program spent an evening on campus calling dental assistant graduates. From that effort, we achieved a 37 percent participation rate. The campaign sought money for a scholarship fund to help dental assistant graduates who wished to continue their education at Kirkwood. The cause was appropriate and timely because dental assistants were supporting a new licensure law in the state legislature. The constituents of this campaign recognized a good cause. Many were interested in continuing education because of the new law. I'm sure many of the donors were excited that a fellow dental assistant would benefit from the scholarship fund.

After the success of the telephone campaign, the alumni association contacted the Linn County Dental Society and organized a direct mail campaign that yielded nearly a 2-1 match by local dentists.

Reasonable giving goals fortify a good cause. Dental assistants might feel they are not helping if they can give

only $5 to a $50,000 campaign goal. But they might feel they're making a worthwhile contribution with a $5 gift toward a goal of $250 or $300 that will be matched from other sources.

Other possibilities for the telefund include:

1. The challenge method, in which a wealthy donor or faculty member challenges an entire constituency to raise a specific amount for a particular cause.

2. Asking specific corporations for matching funds from their company foundations. Participating companies would match educational contributions made by their employees usually on a 1-1, 2-1 or 3-1 basis. CASE has lists of such companies available.

3. Structured levels of giving or the club structure. Donors in these campaigns receive membership status according to their level of giving in clubs such as the Golden Year Club, the Eagles Club, and the Presidents Club.

4. Incentive structured campaign, in which a $10 donor might receive a college key chain and a $20 donor might get a college paperweight. Unfortunately, this method of giving adds to your costs per dollar received. And unless the give-away is appealing, you're not providing the prospective donor with much incentive to give.

We keep our telephone campaigns relatively simple. Before we become more elaborate, we feel we need to broaden our base of first-time donors.

HOW MANY VOLUNTEERS WILL YOU NEED?

We have found that one good caller will contact approximately 35-40 alumni in a two-hour period. Don't confuse contacts with actual calls placed. There is often a great difference between the number of listings dialed and the actual number of alumni contacted by telephone.

The type of volunteer callers you recruit will play an important role in the success of your campaign. Desirable qualities in a caller include good telephone manners and voice, confidence, and enthusiasm. We recruit many of our volunteers by phone, and it doesn't take long to size up their telephone

sales ability. Previous volunteer and work experience in a profession such as sales also helps.

Finding volunteers with even a few of these traits sometimes can be difficult. A good source of volunteers is your faculty, staff and students. Faculty members can be extremely helpful in suggesting good student volunteers.

Recent graduates and current students are often more successful than graduates who have been out of school for several years. The current student is more involved and is better able to answer questions about the school. Also, the more the caller has in common with the donor, the better the chances will be that the caller can obtain a pledge. We find that nurses speak better to nurses, farmers speak more comfortably with other farmers, and so on.

If you aim your campaign at a small constituency and are therefore in a position to be more particular, you may want to tap your active alumni and previous donors as volunteer callers.

If your campaign is large, you may wish to delegate some of your responsibilities--especially those of recruiting volunteers--to a campaign chairperson or campaign committee. This will lend more credibility to your campaign.

Orientation and training of volunteers is an important part of our phonathon effort. In our early campaigns we asked volunteers to come at 6 p.m. for a cram course and to start calling at 6:30 or 7. With our two most recent attempts, we asked volunteers to meet about a week before the campaign for an orientation session. During this informal meeting we review the script, the record system, the follow-up cards, and other procedures. This meeting gives the alumni volunteers a chance to know one another and familiarize themselves with the script so they can feel more comfortable on calling night. This also gives us an opportunity to observe the talent and do some last-minute recruiting for no-shows. I think some role playing among volunteers would be a good addition to the training session. We usually conclude the training session with a beer and perhaps a pizza at a local pub. The alumni fund picks up the tab, usually from trip profits or other fund-raising activities.

The script that follows is one we used for our nursing telefund. With this campaign we had two purposes:

1. to get a pledge for nursing department scholarships;

2. to promote attendance at our nursing reunion banquet.

The calling script is simply a conversation format the volunteer caller uses as a guideline during the campaign. You may also wish to prepare a fact sheet explaining the purpose of the campaign, providing general background information on the college, and describing the purpose and structure of your alumni organization. This can help to ensure that your volunteer callers won't be caught flatfooted in conversing with alumni.

Alumni Telefund Caller Script

Step I: Hello, may I please speak to Joe Jones?

If they say . . .	... You say
No, Joe isn't home right now	Could you please tell him that the Kirkwood Alumni Association called and that we will be sending him some information in the mail this week.
No one by that name lives here	Is this (repeat number? Call again if you misdialed. If we have an incorrect number on the printout, cross it off.)
Yes, just a minute	Thank you

Step II: Hi, Joe! This is Sally Smith calling for the Kirkwood Alumni Association and I graduated from the Nursing program at Kirkwood in 1972. I'm here on campus this evening with other Kirkwood health occupations graduates, and we are calling alums in the seven county area to raise money for alumni scholarships. These scholarships helped to put seven needy students through school last year, and we're hoping that with your support, we can do even better in 1977-78. I should also tell you that your contribution is completely tax deductible and, if you do make a donation, your name will be published in the July 1978 issue of the "Community Quarterly." This year we are asking health occupations graduates and other alums for a contribution of $15. Would you be willing to pledge that amount tonight?

If they say ...	... You say
No, I'm unemployed and I just can't afford it right now	I'm sorry to hear you're not working, but maybe the Kirkwood Placement Office would be able to help you locate a job. Would you like the number? (If the alumnus says yes, give him or her the number.)
No, I don't think so. I give to United Way.	Well, that's a good cause, too. I hope that maybe next year you can keep your alma mater in mind for a contribution as well. Thanks for your time and have a nice evening.

If they say ...	... You say
I didn't get any financial aid when I went to Kirkwood so why should I give to a scholarship fund?	Right now, 49 percent of Kirkwood students get some kind of financial assistance through the college. In many cases the federal guidelines make it really tough for some to get financial aid, but we're hoping that support from Kirkwood graduates will help in some way to get financial aid for the 51 percent of the students who don't qualify for other programs. In that case, could I put you down for a $15 pledge?
I am unhappy about the education I received at Kirkwood.	I'm sorry to hear that, but I will certainly let the department know that you feel that way. Maybe they can contact you to see just what the problem is and if there isn't some way to work things out. Thanks for your time and have a nice evening.

If they say ...	... You say
Yes, I'd be happy to pledge $15. What do I have to do?	Great! We really appreciate it! I will send you your pledge honoring materials in the mail first thing tomorrow morning. This includes a pledge return envelope and a personal letter from me. Just to make sure, do we still have your correct address at (repeat address on printout)? Thank you very much for your support. We'll be looking forward to getting your contribution in the mail within a couple of weeks. Have a nice evening.

MATERIALS FOR THE CAMPAIGN

Here's a list of the materials you may want to use in conducting your telephone campaign. See also samples at the end of this chapter.

1. Campaign announcements. Many colleges send campaign announcements two weeks before the first calling date to inform alumni of the campaign. We do not use campaign announcements.

2. Pledge card or pledge letter. In this important piece of literature, you will acknowledge a pledge and inform the alumnus of the pledge honoring procedures. You should thank the alumnus in advance for the contribution to reinforce his or her attitude toward making the contribution. It's extremely important to mail pledge cards or letters the day after the alumnus makes the pledge. The card or letter should bear the signature of the volunteer who called the alumnus.

3. "Missed contact" card or letter. The "missed contact" is an alumnus who was not reached by telephone during your campaign. You should mail the cards or letters the day after your

final calling date. A volunteer caller should sign the card or letter. The purpose is to inform the alumnus of the campaign and to express regret that the alumnus could not be reached. The card also should be used to inform the alumnus of pledge honoring procedures and to thank him or her in advance for contributing.

4. Thank you letters. Send thank you letters and a receipt for tax purposes to all alumni contributors. The top alumni or development administrator should sign the thank you letter. In addition, the college president or superintendent should acknowledge unusually large contributions.

5. Follow-up letters. You should send follow-up letters to alumni who are tardy in remitting their pledged contribution. We have found that pledge commitments vary greatly from campaign to campaign.

WHAT ABOUT TIMING?

There are several widely accepted rules regarding campaign timing. Generally, February to May and September to November are the most lucrative times of the year for our fund-raising campaigns. At Kirkwood, our best month for telephone campaigns is March. We find that Sundays are the best calling days, with declining results through Thursday. It's advisable not to call on Friday or Saturday evenings. The best time to call is between 6:30 and 9 p.m. A typical calling night will be scheduled from 6-9:30 p.m., allowing the first and last half hours to organize, review materials, answer questions, and address any problems that may arise.

Consider the characteristics of your audience when deciding on the proper timing for the campaign. Be especially careful to take into account such factors as different time zones and the occupational areas of the graduates you want to reach.

Where you hold your telephone campaign can affect the performance of your volunteer callers. We use college office space, and since we call usually on Sunday evenings, these offices are almost always available. In addition, we use the campus WATS line for long distance calls. You should arrange the phoning area so that callers are close to one another. This can create a "sweatbox" atmosphere, which can generate a great deal of enthusiasm and motivation among your volunteers as they listen to the conversations going on around

them. It's also important to ensure the comfort of your callers.

If it's impossible to use your college facilities, then private facilities are your second best choice. Perhaps one of your college graduates is an executive with an insurance company that would be willing to donate the use of office space. For example, the telephone company donated space for use by Iowa Western Community College in Council Bluffs.

Make sure there are sufficient telephone lines available for your volunteer callers and that you understand completely how the telephone system works.

Follow-up work on your campaign will be as important to your future successes as the work you do to prepare for each campaign. Thanking your campaign volunteers should be at the top of the list. You may wish to send a thank you letter to your volunteers or you may wish to do something more elaborate, such as special certificates of appreciation or a party or dinner. Volunteers heading your campaign committee should receive special recognition.

In addition, you should send letters of thanks to others who helped, such as staff members, your alumni board, and persons who donated facilities and equipment. You may wish to prepare a brief report of your successful campaign for publication.

For your own office records, and for the benefit of other administrators at your institution, you should advertise your success internally with a final report on the results of your campaign.

With proper planning and careful follow-up procedures, your alumni telefund campaign can be a satisfactory experience for everyone involved, from volunteer to donor. And you will have laid the foundation for future successful campaigns.

KIRKWOOD COMMUNITY COLLEGE

ALUMNI FUND

THANKS!!

_____

for your kind support of our Alumni Fund.

Your pledge of $_____ is truly appreciated.

I have notified the college of your intent and you will find the enclosed material necessary to honor your pledge.

Most sincerely,

Alumni Volunteer

6301 Kirkwood Blvd. S.W./Cedar Rapids

Alumni Association
Kirkwood Community College

June 4, 1976

Sally Doe
321 7th Street
Marion, IA 52302

Dear Sally:

Last Sunday evening, several Kirkwood Community College farm students and graduates were on campus calling alumni in our seven-county area. I was unable to reach you that evening; however, I thought you would be interested to know the reason we were placing these calls.

In addition to updating our alumni records, we were also asking for pledges to the Ag Alumni Scholarship Fund. This fund will provide financial assistance for farm students who might not be able to pursue their education at Kirkwood without this kind of help.

We are asking each farm alumnus to pledge $15.00 to the Ag Alumni Scholarship Fund. If everyone participates, we would have enough to provide four full-year, full-tuition farm scholarships.

I hope that you will decide to participate with a $15.00 contribution. We need your help! Send your contribution for the Ag Alumni Scholarship Fund to us in the enclosed, postage-free envelope.

Thank you so much for your support and interest. Maybe we'll be seeing you at the Ag Spring Banquet this year at Kirkwood!

Sincerely,

Alumni Association Volunteer

6301 Kirkwood Blvd. S.W. Cedar Rapids, IA 52406 (319) 398-5623

Alumni Association
Kirkwood Community College

June 4, 1976

Steve Doe
123 9th Avenue S.W.
Cedar Rapids, IA 52401

Dear Steve:

Thank you so much for your pledge of $ _____ to the Ag Alumni Scholarship Fund. I enjoyed discussing this with you by phone last Sunday evening.

To honor your pledge simply send your contribution in the enclosed postage-free reply envelope at your earliest convenience. You may make your check or money order payable to Ag Alumni Scholarships.

Thank you again for your support and interest.

Sincerely,

Alumni Association Volunteer

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6301 Kirkwood Blvd. S.W. Cedar Rapids, IA 52406 (319) 398-5623

Appendix A

Phonathon Instructions

The Johns Hopkins Institutions

Annual Giving, 32nd Year

ENGINEERING PRE-ENLISTMENT

Tonight's Event: Engineering Pre-enlistment Phoneathon (will be calling to get workers for the March 5th and 6th enlistment phoneathons.)

Dates we are recruiting for: Monday, March 5th and Tuesday, March 6th.

Where will this take place: C & P Telephone Company, 323 N. Charles Street.

Time: 5:30-7 p.m.: Dinner and drinks. 7-9 p.m.: Phoning.

Dinner: McGinn's of Charles Street, 328 N. Charles (opposite the C & P Building. Same restaurant, new name.)

Parking: Allright Parking Garage, 200 Block St. Paul Street, Between Saratoga and Lexington Streets. We pay for everything BUT the parking.

Notes: Each person is attempting to get a minimum of five people to sign up for one of the two nights. As one of the two evenings, either Monday the 5th or Tuesday the 6th fills up we will let you know. At first, let's go for Monday night. If we can sign up a total of 30 people for this night, that will be ideal.

We will not provide you with a script. We've found that that just does not work. Most of the individuals that you will be calling have either been involved directly with a phoneathon of some kind before or are recent contributors to the University. Either way, an interest has been demonstrated. Once you do sign someone up, please mark this clearly on their card also indicating which night they will attend, sign the card and immediately pass it along to Nelson Cover or Jon Powers. Tomorrow we will send a letter to these volunteers confirming all details. We will also send a reminder at the last minute.

If you have any problems with anyone on the phone, i.e., a complaint or question you cannot handle, let us know. We will handle these problems. Also, if someone does not wish to work at an enlistment or is tied up on the 5th and 6th, you may wish to sign them up for our regular solicitation phoneathons which will be held on March 27th, 28th, and 29th. HOWEVER, IT IS MOST IMPORTANT THAT WE FILL UP THE ENLISTMENT NIGHTS FIRST.

THANK YOU!

Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The
Johns
Hopkins
Institutions

Annual
Giving
32nd
Year

1978-79

The Johns Hopkins University School of Engineering
Annual Giving
Phoneathon
Enlistment Instructions

Our goal for the evening is to enlist 60 volunteers. If each of you can enlist 5 or more workers, we will be well on our way to success.

You have been given cards for Baltimore area alumni classmates, as well as cards for alumni close to your year of graduation. The people most likely to say yes are people you know; second most likely are donors; least likely are non-donors.

It is often advisable at this point to establish a rapport with the potential volunteer by moving the discussion to some class related, School of Engineering related, or other related topic. Then give the details of where and when and attempt to enlist the worker. (see below)

Important! Enlist workers for the first night on the schedule. You will be notified when this night is filled, and to begin to enlist for the next date. If a potential volunteer cannot attend on a particular night, please enlist him for another evening that is not filled.

Make sure, after you have enlisted a worker, that you write the date he or she will work on their 3x5 card and sign the card. A member of the annual giving staff will be by to collect your cards and post the names on our master list.

Dates:

Tuesday	Wednesday
March 27	March 28

Details:
5:15 p.m. Cocktails and Dinner at McGinn's of Charles St. (The St. Charles Restaurant), 328 North Charles Street. Parking is available at the Allright Parking Garage, 200 block of St. Paul Street.

6:30 p.m. Adjournment to the C & P Telephone Company, 323 North Charles Street.

6:40-7:00 p.m. Phoneathon Instructions.

7:00-9:00 p.m. Phoneathon.

Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The
Johns
Hopkins
Institutions

1978-79

The Johns Hopkins University Arts and Sciences
Annual Giving
D.C. Area Phoneathon
Solicitation Instructions

1. Greet alumnus or alumna and introduce yourself, mention your class or year of graduation and that you are calling from Washington for the 1978-79 Annual Giving campaign. If possible, turn the conversation to something you have in common: class year, area of study, etc.

2. Then, go back to the campaign. If the alumnus or alumna is a previous donor, stress the importance of his or her participation at a greater level to this year's campaign.

   a. Inflation has made inroads in Johns Hopkins' ability to meet the yearly budgetary needs that Annual Giving supports.

   b. Unrestricted support is needed particularly to allow for budgetary flexibility and to meet unexpected needs.

   c. Giving Level Clubs provide recognition of alumni who demonstrate their loyalty and concern by becoming leading donors.

      Century Club - $100
      Second Century Club - $200
      Mark V - $500
      Associates - $1000

   d. The National Endowment for the Humanities has challenged Hopkins alumni. This challenge could provide as much as $900,000 for the Humanities over the next three years. NEH will give $1 for every $3 increase over last year's gift to a humanities department or for unrestricted purposes. If you did not give last year, but give this year, your entire gift for a humanities department or for unrestricted purposes will be matched.

3. If the alumnus or alumna has not donated previously, encourage his or her participation. New donors, by increasing our body of contributors, substantially add to our ability to seek support from foundations and corporations. Mention the NEH challenge.

4. Once an alumnus or alumna has made a pledge, ask him or her whether a matching gift company employs them. There is a brochure listing all matching gift companies at your table. If so, please fill out the appropriate section of your phoneathon form.

5. Please sign and date all phoneathon forms for those people you call.

6. Direct all serious complaints to Jon Powers or Nelson Cover.

7. This year's Annual Giving campaign ends June 30, 1979.

Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The
Johns
Hopkins
Institutions

Annual
Giving
32nd
Year

Annual Giving - 32nd Year - Evening College Phoneathon

INSTRUCTIONS

1. Greet alumnus and introduce yourself using your year of graduation and/or affiliation with Hopkins. Evening College alumni have not yet received their first mailing for this year's campaign. You are calling from Baltimore to remind them of the Evening College's needs and to ask them for their support. As with our enlistment phoneathon procedure, we will not provide you with a script. Each of you will quickly develop a phoneathon style and we do not want to inhibit that in any way. However, please see the attached sheet for aid in leading your discussion.

2. If the alumnus or alumna is a previous donor, stress the importance of his or her participation at a greater level than this year's campaign. Reasons are listed on the attached sheet.

3. If the alumnus has not donated in past years, encourage participation at any level. New donors, by increasing our body of contributors, substantially add to our ability to seek support from foundations and corporations. Also, we are now under the first phase of a three year National Endowment for the Humanities challenge grant. NEH will give $1 for every $3 increase over last year's gift to a humanities department or for unrestricted purposes. If the prospective donor did not give last year but gives this year, his entire gift for a humanities department or for unrestricted purposes will be matched. This challenge could provide $900,000 to Hopkins over the next three years. This is a very effective tool in a phoneathon solicitation situation.

4. Please sign and date all phoneathon forms for those people you call. When you get an actual pledge, let Kirk McAlexander or Jon Powers know as we will be keeping a running total of dollars raised. Please keep all other responses at your desk until we come around to pick them up.

5. Please direct all serious complaints to Jon Powers or Kirk McAlexander.

6. Please clearly mark on the phoneathon forms any changes, i.e., incorrect phone numbers, bad addresses, etc.

7. Thank you for helping the Evening College and the Johns Hopkins Institutions.

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Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The
Johns
Hopkins
Institutions

1978-79

The Johns Hopkins University School of Hygiene and Public Health
Annual Giving
Phoneathon
Enlistment Instructions

Our goal for the evening is to enlist 30 volunteers. If each of you can enlist 5-6 workers, we will be well on our way to success.

You have been given cards for Baltimore and Washington area alumni classmates, as well as cards for alumni close to your year of graduation. The people most likely to say yes are people you know; second most likely are donors; least likely are non-donors.

It is often advisable at this point to establish a rapport with the potential volunteer by moving the discussion to some class related, Hopkins related, or other topic. Then give the details of where and when and attempt to enlist the worker (see below).

Make sure, after you have enlisted the worker, that you write the date he or she will work on their 3x5 card and sign the card. A member of the annual giving staff will be by to collect your cards as the night progresses.

Date: Monday, April 16th

Times: 5:15 p.m. Cocktails and Dinner at McGinn's of Charles St. (The St. Charles Restaurant), 328 North Charles Street. Parking is Available at the Allright Parking Garage, 200 block of St. Paul Street.

6:30 p.m. Adjournment to the C & P Telephone Company, 323 North Charles St.

6:40-7:00 p.m. Phoneathon Instructions.

7:00-9:00 p.m. Phoneathon.

Tips:

If you are calling the D.C. area , dial 9-111- and the seven digit number. In Baltimore: 9 plus seven digits.

Confirm all addresses and phone numbers.

Do not spend too much time on time and place details. We will send a confirmation letter tomorrow.

Please get a definite commitment. "Maybe" and "I'll try to make it" usually end up in the person not showing.

Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The Johns Hopkins Institutions

Annual Giving 32nd Year

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Herschel L. Seder, B.A. '39

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Thomas B. Turner, M.D.
Evening College
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School of Hygiene and Public Health
John C. Hume, M.D., Dr.P.H. '51
School of Advanced International Studies
Francis O. Wilcox, Ph.D., Dr.Sc.Pol.

ANNUAL GIVING OFFICE
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Nelson Cover, Jr., B.A. '70, M.A., C.A.S.L.A. '75
Associate Director
Jonathon J. Powers, B.A.
Administrative Assistant
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Karl M. Levy, A.B. '26
Martin L. Singewald, B.E. '30, M.D. '38
Edward J. Schaefer, B.E. '23
Robert Austrian, A.B. '37, M.D. '41
Robert W. Thon, Jr., Ph.D. '33

Hygiene and Public Health
Phoneathon Solicitation Instructions
1978-79

1. Greet alumnus or alumna and introduce yourself. Mention your affiliation with the School and that you are calling from Baltimore for the 1978-79 Annual Giving campaign. If possible, turn the conversation to something you have in common: area of study, developments at the School, etc.

2. Then, go back to the campaign. If the alumnus or alumna is a previous donor, stress the importance of his or her participation at a greater level to this year's campaign.

   Inflation has made inroads in the School's ability to meet the yearly budgetary needs that Annual Giving supports.

   Unrestricted support is needed particularly to allow for budgetary flexibility and to meet unexpected needs.

3. If the alumnus or alumna has not donated previously, encourage his or her participation. New donors, by increasing our body of contributors, substantially add to our ability to seek support from foundations and corporations.

4. Once someone has made a pledge, ask them if they work for a matching gift company. There is a brochure listing all matching gift companies at your desk.

5. Please sign and date all phoneathon forms for those people you call.

6. Direct all serious complaints to Nelson Cover, Mike Liebman or Jon Powers.

7. The fiscal year ends June 30, 1979.

JJP/kjh

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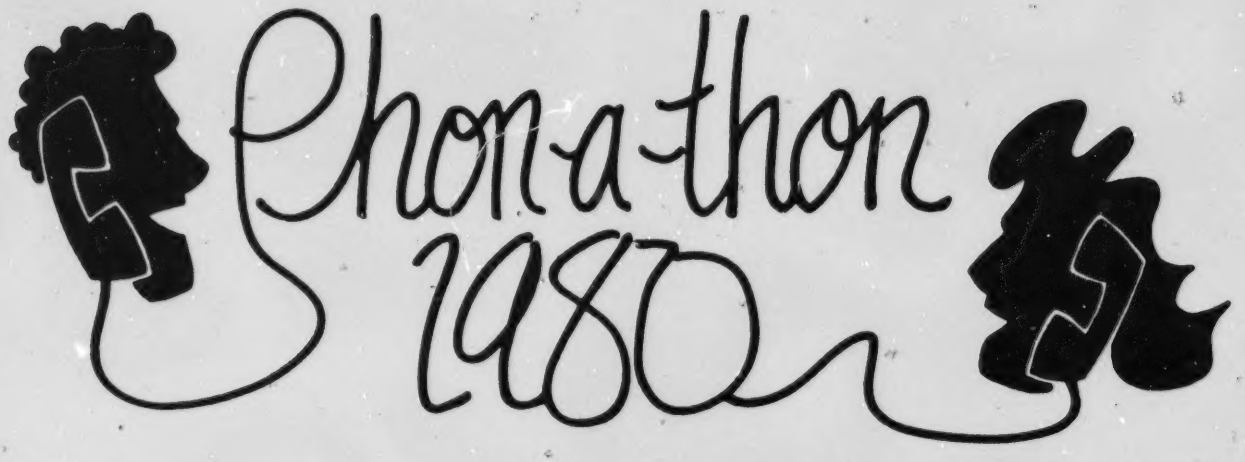
Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967



Welcome to the 1980

Student Phon-a-thon

and

Thanks for helping Bucknell!

B E C A U S E T H I S I N F O R M A T I O N I S S O

I M P O R T A N T, W E P U T T H I S P A G E

R I G H T H E R E W H E R E W E K N E W

Y O U 'D S E E I T!

HOW TO MARK THE BIO-PROSPECT CARD AFTER YOU'VE COMPLETED THE CALL:

NO ANSWER AT ALL . . . . . Leave Card Completely Blank

BUSY . . . . . Leave Card Completely Blank

YOU SPEAK TO SOMEONE BUT
NOT THE RIGHT PERSON . . . . Note it on upper right-hand corner of Bio Card, under the heading-"Record of Contacts." Example: "Wife said call back 1/20/80"

YOU SPEAK TO THE RIGHT PERSON . . Sign the pledge card portion of the Bio Card, fill in the pledged amount on the pledge card, and fill out the appropriate letter. Then, clip the appropriate letter to the Bio Card and go to the next call.

IN ALL CASES.....DON'T BE A CARD HOARDER. IF THE LINE IS BUSY OR SOMEONE'S NOT AT HOME, TURN THE CARD BACK IN AFTER A COUPLE OF TRIES. WE'LL CONTACT THEM LATER IN THE EVENING OR WEEK!

ALWAYS REMEMBER . . .

There is no magic secret involved in being a good phonathoner. The only essential requirement is that you enjoy and believe in what you are doing and then follow the instructions. Your attitude alone will determine how successful you are on the phone, and few things are more exciting than bringing in those $100 and up gifts.

--Always treat each call as if it is the only one you are going to make tonight .. create a positive mental image of the person you are going to be talking to. After all, he or she deserves it as someone you have a strong bond with -- you are both Bucknellians.

--Listen to what the other person has to say, and he or she will return the favor.

--The person on the other end of the line is a mirror image of you. If you smile at that image, it will almost always smile back at you. The reverse, of course, is also true; an unpleasant phone manner will bring only unpleasant results.

--The most successful callers are those that take a little time at the beginning of the call to get to know this prospect a little. But you must always remember to move on to the purpose of the call--a gift to the 1979-80 Annual Fund. There's one sentence you must always remember to use--"I'm calling to ask you to consider a pledge of $----- to the Annual Fund this year." It's easy to think you've made yourself clear when you haven't--so always ask directly for a gift--and be positive about it.

--Never be apologetic for what you are doing -- you are a volunteer working for a great school and you should be proud of what you are doing. You are going to be exceedingly surprised at how happy people are to have you call them.

Always leave the people you talk to happy that Bucknell took the time to call them.

USE COMMON SENSE

DIALING INSTRUCTIONS

OUTSIDE THE 717 AREA CODE -- simply dial 1 + Area Code + Number

WITHIN THE 717 AREA CODE -- Dial 1 + Number

REMEMBER - The following exchanges in the 717 Area Code are local numbers and do not need to have the 1 dialed before the number:

Lewisburg 524, 523, 568
Milton 742
Mifflinburg 966, 922

(P R E V I O U S D O N O R S)

THE CALL

"Hello, this is _____ calling long distance for _____."

IF THEY ARE NOT AT HOME --

"Can he/she be reached on another evening?" (Note this on card, please.)

WHEN YOU HAVE THE RIGHT PERSON ON THE PHONE --

"Hi. My name is _____ and I am a (senior, junior, sophomore, freshman) at Bucknell University. How are you this evening? (PAUSE) Tonight I'm with a group of student volunteers in Lewisburg who are making calls for the 1979-80 Annual Fund.

"I want to thank you for your past support of the Annual Fund. (PAUSE BRIEFLY) As you know, the Annual Fund is so important because it provides unrestricted dollars that can be used each year wherever they're needed most--for things like scholarships, instructional support, and student services. Last year, with your help, we raised $870,000. Our goal this year is $1,000,000. Could you help Bucknell again this year with a gift or a pledge of $_____ ($100 minimum) payable by June 30th?"

IF THEY SAY YES -- THANK THEM ENTHUSIASTICALLY!

"Thank you! WILL YOUR COMPANY (OR YOUR SPOUSE'S COMPANY) MATCH YOUR GIFT? O.K. Thanks again. I'll be sending you a return envelope for your use."

IF THEY SAY $100 IS TOO MUCH MONEY --

"Well, did I tell you I'm not asking for a lump sum gift from you tonight? I'm just asking for the pledge now. The University can send you payment reminders on any schedule you choose between now and June 30th." (Make careful note of pledge payment schedule)

IF STILL NO AMOUNT SPECIFIED -- ALWAYS WORK FOR THE INCREASED GIFT!

"Could I ask what range of gift you are considering?"

OR

(P R E V I O U S D O N O R S) - CONTINUED

(THE CALL)

"Could I put you down for just $25 and if you decide to send more it would be greatly appreciated?"

OR

"Could you consider increasing, perhaps doubling, your previous contribution of $_____ to $_____?

"I wouldn't be asking this from you if increased gifts weren't so important to Bucknell. That means a balanced budget and an excellent academic program.

"We're keeping a running total on our gifts raised this evening. May I tell the University of the amount of your pledge?"

THANK THEM ENTHUSIASTICALLY FOR ANY GIFT THEY MAKE!

"Thank you for your continuing support! Will your company (or your spouse's company) match your gift? O.K. Thanks again. I'll be sending you a return envelope for your use."

IF STILL MAYBE OR NOT SURE

"Thank you for your past support. I'll be sending you a return envelope to be used when you reach a decision."

IF UNABLE TO GIVE ANYTHING AT THIS TIME

"I hope in the future we'll be able to count you as a contributor to the Annual Fund, because it's such an important part of Bucknell's success."

--IN ALL CASES

"By the way, do you have any questions that you would like to ask me about Bucknell?" (REFER TO BIOGRAPHICAL INFORMATION)

(N O N - D O N O R S)

THE CALL

"Hello, this is _____calling long distance for _____."

IF THEY ARE NOT AT HOME --

"Can he/she be reached on another evening?" (Note this on card, please.)

WHEN YOU HAVE THE RIGHT PERSON ON THE PHONE --

"Hi! My name is _____ and I'm a (senior, junior, sophomore, freshman) at Bucknell University. How are you this evening? (PAUSE) Tonight I'm with a group of student volunteers in Lewisburg who are making calls for the 1979-80 Annual Fund.

"The Annual Fund has been a major factor in helping Bucknell strengthen its educational standing while maintaining a balanced budget. It is unrestricted money that can be used each year wherever it is needed most--for things like scholarships, instructional support, and student services. Our goal this year is $1,000,000.

"Could you consider helping Bucknell this year by making a gift or pledge of $50 payable by June 30th?"

IF THEY SAY YES -- THANK THEM ENTHUSIASTICALLY!

"Thank you very much for your support! Will your company (or your spouse's company) match your gift? Thank you again and I will be sending you a return envelope for your use."

IF THEY SAY $50 IS TOO MUCH MONEY

"Did I tell you I'm not asking for a lump sum gift from you tonight? I'm just asking for a pledge now. The University can send you payment reminders on any schedule you choose between now and June 30th."

IF STILL NO AMOUNT SPECIFIED (KEEP WORKING FOR A NEW GIFT IN ANY AMOUNT)

"One of our most important goals this year is to increase the percentage of alumni participation in Annual Giving. If we can double our alumni participation this year, Bucknell could receive a $10,000 grant from U. S. Steel

Corporation. THEREFORE, A GIFT OF JUST $10 WOULD BE GREAT."

IF NO -- GO TO ADJUSTING YOUR CONVERSATION ON NEXT PAGE ...

USE COMMON SENSE --IN ALL CASES--

"By the way, do you have any questions that you would like to ask me about Bucknell?" (REFER TO BIOGRAPHICAL INFORMATION)

IF NECESSARY --

"I hope in the future we'll be able to count you as a contributor to the Annual Fund, because it's such an important part of Bucknell's success."

SUGGESTIONS FOR ADJUSTING YOUR CONVERSATION TO FIT THE PROSPECT

If the person is a recent graduate and a non-donor, ask about what he or she is doing. What was their college major? Ask if he or she is interested in becoming involved in area alumni activities. Build a friendly and pleasant conversation and ask for a small gift which will go a long way towards helping Bucknell.

If the person graduated over 5 years ago and has never given or has not given in recent years, indicate we want to dramatically improve alumni/parent participation in Annual Giving. Even a small gift ($10) would help us reach a goal of $1 million with 50% alumni participation.

WHAT DO YOU SAY WHEN YOUR PROSPECT RESPONDS "SEND ME THE INFORMATION AND I'LL THINK ABOUT IT"?

Past phon-a-thon campaigns have indicated that persons who are unwilling to commit to a pledge fail to send any contribution. This is not totally true, but it is true 90% of the time. It's also true that people who say they will make a gift but refuse to specify the amount will tend not to make any gift at all.

Therefore, try to commit the person to a specific amount. You might say, "May I put you down for only $25 and if you decide to send more, it will be greatly appreciated." Or ask to note a pledge in the range of $25 to $50.

What do I say when my prospect says "I can't give very much so how could my gift help?" --A $25 gift multiplied by just 100 peple provides a full semester tuition scholarship. On that basis, your gift of $25 or even $10 is very important. Your gift participation also helps Bucknell improve its percentage of alumni and parent support. That level of support is most important when the University seeks major corporate and foundation gifts.

POSSIBLE P.S.'s

YES

Many thanks for your generous support. I just wanted you to know that your contribution really makes a difference.

Thanks for putting Bucknell a step closer towards our $1,000,000 goal in Annual Giving.

Your Annual Fund contribution will really help every student here at Bucknell. Thanks from all of us.

Thanks again for supporting Bucknell's Annual Fund. We're really fortunate to have a good friend like you.

MAYBE

As one Bucknellian to another, I hope you will decide to be a 1979-80 Annual Fund supporter. Your gift will make a difference. Please remember -- even $10 would mean a lot to Bucknell.

It was good to talk to such an enthusiastic Bucknell friend and I hope you can help us out with an Annual Fund contribution. It will be much appreciated. Please remember -- even $10 would mean a lot to Bucknell.

The more alumni that decide to support the Annual Fund, the easier it will be to put Bucknell over our $1,000,000 goal by June 30th. Won't you please "pitch in"? Please remember -- even $10 would mean a lot to Bucknell.

There are many financial demands on people these days. I do hope you'll be able to join us in supporting Annual Giving at Bucknell this year. Every gift helps. Please remember -- even $10 would mean a lot to Bucknell.

NOT NOW

Since I know only too well the financial demands placed on people these days, I can understand why some do not feel able to contribute to Annual Giving. Please know your continuing interest and goodwill are just as important to Bucknell.

Sorry you couldn't help Bucknell out this year. But please know that I wouldn't have asked you for your support if I didn't know just how important it would be to Bucknell.

I'm sorry that Bucknell will not be receiving your much needed contribution. Perhaps next year.

FUNDS INCLUDED IN BUCKNELL'S ANNUAL GIVING PROGRAM

ANNUAL FUND--the heart of Annual Giving. This is a general fund for the benefit of the entire University. Annual Fund monies are generally unrestricted and supplement the yearly operational budget.

RESTRICTED FUNDS:

BISON CLUB--Gifts to the Bison Club help the University expand its intramural and intercollegiate athletic programs.

ENGINEERING CLUB--Gifts to this fund are used to augment the Engineering College budget in areas such as scholarship aid, faculty development and instructional programs.

FRIENDS OF THE LIBRARY--Through this fund, donors supplement the yearly budget of the University's Bertrand Library.

PARENTS LOYALTY FUND--Gifts to this fund are designated by the Parents Board for various projects that are of immediate benefit to current students.

ASSOCIATION FOR THE ARTS--A new fund for the promotion of artistic endeavors in the Bucknell community.

DOCTORS FOR BUCKNELL--A fund for the use of the Biology Department in preparing students for health-oriented careers. It also supports the Doctors for Bucknell Lectureship Series.

PLEASE NOTE

Bucknell asks that every alumnus-parent first consider an unrestricted gift to the Annual Fund as the #1 commitment to the University. In addition, many individuals choose to make additional gifts to the special funds within Annual Giving. But the University urges that gifts to the special funds be considered as gifts <u>over and above</u> an Annual Fund gift.

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Appendix B

Phonathon Forms

Ball State University Foundation
The Annual Fund

ALUMNI & DEVELOPMENT OFFICE — 700 N. McKinley — Muncie, IN 47306

MAKE IT FOUR OUT OF FIVE!!

On behalf of the Ball State University Alumni Association, please accept our sincere appreciation for your willingness to "Dial for the Eighties" in the BSU Telefund.

Ball State University received its third CASE/U.S. Steel Award for alumni sustained performance this past year. (For this success we owe a debt of gratitude to alumni callers like yourself.) "Dialing for the Eighties" promises to be the opportunity for number FOUR!

Enclosed is a Telefund '80 callers brochure which will provide you with advance information about your campaign. Noted on the front of the brochure is the time and place of tne campaign.

So that the briefing and calling can begin and end on time, we shall look forward to seeing you at 6:20 p.m.

Sincerely,

Edwin D. Shipley

Edwin D. Shipley
Associate Director of
Alumni & Development Programs

EDS:kl

Enclosures

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Ball State Calling . . .

If the information on this card is incorrect please make the appropriate changes.

NAME/ADDRESS PHONE

GIVING HISTORY

OCCUPATION/BUSINESS ADDRESS/PHONE

UNDERGRADUATE YR./DEGREE GRADUATE YR./DEGREE

AMOUNT PLEDGED $_____

- ☐ *Your Decision*
- ☐ *Refusal*
- ☐ *Alumnus Has Moved*
- ☐ *Incorrect Phone Number*
- ☐ *Disconnected Phone Number*
- ☐ *Alumnus Unreachable by Phone during this campaign*
- ☐ *Unknown Person Reached*

Special Remarks:

The Annual Fund

Alumni House
Ball State University
Muncie, Indiana

*Dear*_____

Many thanks for taking time to talk with me about Ball State and our Telefund effort. You pledged $ _____.

Your continued loyal support is greatly appreciated! I am enclosing a postage-paid envelope for your convenience in making your gift.

8i

BSU VOLUNTEER

Gift Allocation

PLEASE RETURN THIS FORM WITH YOUR TAX-DEDUCTIBLE CHECK . . .

THE ANNUAL FUND IS ON A CALENDAR YEAR: GIVING INTENT REMINDERS ARE MAILED PERIODICALLY

Dialing for the Eighties

Ball State University Annual Telefund

82[76]

Callers instructions

WELCOME and thank you for volunteering your time to help in this very important phase of the Annual Fund, ***Telefund '80***.

As Telefund workers, our purpose is to seek pledges to the 1980 Annual Fund. We will be requesting money from individuals who, on the whole, have a very deep concern for the future of Ball State University.

Your task as a Telefund volunteer will be most rewarding and exciting. Experience has shown that you will receive pledges from more than 80 percent of the alumni with whom you speak.

With all telephone numbers and previous giving records, your job is easier than you might expect. A sample conversation is shown on the back of this brochure for you to use *and expand upon*.

We cannot complete all of the calls without your help, so please avoid any last minute conflict whenever possible. Your work for the Alumni Association means a successful evening and many pledges.

Please arrive at the Telefund site by 6:20 p.m. From previous telefunds we know that it takes about 30 minutes for a briefing to properly prepare volunteers for calling. Immediately after the briefing, we will begin calling, concluding promptly at 9 p.m.

THE BRIEFING IS VERY IMPORTANT EVEN IF YOU HAVE WORKED IN A TELEFUND BEFORE. If you have any questions concerning your local campaign, please contact the Alumni Office, Ball State University, Muncie, IN 47306, telephone 317-285-4036 from 8 a.m. - 5 p.m.

Types of gifts

Unrestricted gifts to the Annual Fund allow the University a measure of flexibility for meeting needs which are not funded by state appropriations. **These gifts are used where the need is greatest.**

Unrestricted dollars are ***essential*** in maintaining the Alumni Association's scholarship, research, student loan and activities programs.
Over the last decade, more than 1,000 BSU students benefited from alumni scholarships. Over two-thirds of ALL students used the student loan program at sometime during their college career.

Restricted gifts provide the donor an opportunity to designate the area where the gift will be used. It may be for any department, special projects, specific scholarships, etc. Whatever the designation, the donor can be assured the contribution will be used only for that purpose. **If a prospective donor hesitates to give, you may suggest the gift be earmarked for the area of the donor's greatest interest in the University.**

Tax credits

Tax credits are offered on Indiana state income tax returns. Donors may take a credit for up to $200 on a $400 gift to Ball State. Tax credits, unlike deductions, are subtracted from tax owed and usually result in a greater benefit to the donor.

egional telefund dates

Regional Calling Area	Campaign Dates	Regional Calling Area	Campaign Dates
en County	Apr. 15-17	Howard County	Mar. 12-13
C Delaware County	Mar. 26-27	Indianapolis Area	Mar. 17-20
laware County	Apr. 8-10	Lake County	Apr. 28-30
hart County	May 6-7	Madison County	Apr. 21-24
ant County	Apr. 1-3	Porter County	Apr. 29-30
nry County	Mar. 24-25	St. Joseph County	May 5-7

Where the dollars go

Alumni Association Scholarships	Percent of Scholarships	Percent of Unrestricted Alumni Gifts
National Merit	10	4
Alumni Merit	13	4
Alumni Recognition	2	1
Whitinger Scholarships	15	6
Emens Scholars Awards	4	2
Department and Academic Area Scholarships	52	18
Athletic Scholarships	4	2
Total for Scholarships	100	37

Alumni Association Activities and Special Programs	Percent of Projects	Percent of Unrestricted Alumni Gifts
Advancement of BSU	6	1
Alumni Activities and Programs	20	2.5
Sustaining Programs	8	1
Faculty Research	8	1
Student Research	2	-
Faculty Study Abroad	5	1
Mailing, Transportation, Student Wages	20	2.5
University Singers	7	1
Fund Solicitation Expenses	17	2
Contingency Funds	7	1
Total for Activities and Projects	100	13

	Percent of Fund Dollars
Unrestricted Alumni Gifts for Budget	50
Restricted Gifts for Scholarships and Other Purposes	39
Other Unrestricted Gifts, "Where Need is Greatest."	11
Total Alumni Funds	100

The Conversation

ASK FOR ALUMNUS:

Is Mr. (or Mrs.)____home? (If the pledge card says Mr. and Mrs., you may talk with either. If just one title is listed, only that person is an alumnus; talk only with that person, not the spouse. Whenever appropriate, use first names instead of "Mr." or "Mrs." It is proven more effective.)

INTRODUCTION:

Hello, this is (your name) *from the Ball State University Class of* _____.

WHY CALLING:

I'm with a group of alumni at (name of location) *and we are calling all BSU alumni in the area, asking for their pledges to the 1980 Annual Fund.*

Give a pitch...tell the alumnus about the specific programs for which his dollars can help and explain that the gift may be earmarked for a specific department, project or scholarship fund. Mentioning the Indiana Tax Credit to Indiana residents is also appropriate at this time.

THANKS:

Thank you. You'll be receiving a thank you note and postage-paid return envelope from me soon. You may mail your gift directly to the University at your convenience. (The pledge can be paid anytime during 1980 but suggest that pledges paid by July 1 will be eligible for the free alumni trip.)

VERIFY ADDRESS:

May I check your address? Is it still____? Thanks again and have a good evening!

SUGGESTIONS for adjusting your conversation to fit the prospect

Suggestion 1. If the person graduated in the last five years and is a non-previous giver, ask about what he or she is doing. What was their college major and minor? Complete blank information on pledge card about employment, etc. Ask if he or she is interested in becoming involved in area alumni activities. Build a friendly and pleasant conversation and ask for a small gift which will go a long way toward helping Ball State students. Tell the person the gift may be designated for scholarships or to help the department connected with the alumnus' major

Suggestion 2. If the person graduated more than five years ago and has never given or hasn't given in recent years, indicate that we want to keep Ball State among the top three universities in the nation for outstanding alumni support. Even a small pledge ($10) would help us reach that goal of more than half of all living alumni making gifts to the Ball State Annual Fund.

Ball State University Foundation

The Annual Fund

HELP

We need your participation in the 1980 Alumni Fund!

The Ball State University Alumni Association has been fortunate to win the CASE/U.S. Steel Award for sustained performance three of the last four years. Your support is needed to maintain this "margin of excellence" in educational opportunity.

A few days ago we tried to call you on the telephone, but were not successful. We are sorry that we missed this personal contact and apologize for this printed substitute.

Your gift for 1980 may be designated for any academic area of the University, for scholarships, loan program, faculty development or "where the need is greatest."

Your help will make the difference.

Thank you very much!

Sincerely,

Edwin D. Shipley
Associate Director of
Alumni & Development Programs

Dialing for the Eighties

Ball State University Annual Telefund

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Alumni
Office
Ball State University
Muncie, Indiana 47306

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PERMIT NO. 140

We're proud of our excellent alumni support in both time and money contributions, and you, too, should be pleased!

Ball State Alumni Association has received first place honors from the Council for the Advancement and Support of Education (CASE) three of the last four years. The key to this achievement has been the participation and contributions from over 16,000 alumni.

We'll Be Calling You Soon

Soon you will be receiving a telephone call from a Ball State volunteer, asking you to make a pledge to the 1980 Alumni Fund. Last year our total annual support from alumni reached $350,000.00.

As we go "Dialing for the Eighties" we hope you will consider an increased gift as we attempt to fund the rising costs of tuition scholarships.

Specifically, the Annual Alumni Fund provides for financial assistance for Alumni and National Merit Scholarships, Alumni Recognition, Whitinger Scholars, Emens Scholars, departmental or academic area scholarships, athletic scholarships, departmental needs, University Singers, Faculty Study Abroad Grants and several research programs.

Sincere Thanks!

Your continued interest enables us to underwrite these programs which enrich the quality of education at your alma mater. If you are among the 16,000 alumni who contributed in 1979, or the thousands who have contributed in past years, ***Thank you!***

Indiana Tax Credit

An additional incentive for supporting your Indiana institutions of higher education is provided by the new tax revision made by our state legislators. Anyone subject to Indiana State Income Tax may make a gift to Ball State University and receive a **tax credit** for one-half of the gift amount.

This credit is applicable for gifts up to **$400 when declared on a joint tax return**, or up to $200 for single returns.

Indiana Personal Income Tax Chart

Gift	Indiana Tax Credit	Net Cost
$ 10	$ 5.00	$ 5.00
25	12.50	12.50
50	25.00	25.00
100	50.00	50.00
200	100.00	100.00
400	200.00	200.00

This chart displays the net cost to Indiana taxpayers, considering Indiana Personal Income Tax only. The net cost is further reduced when itemized Federal Income Tax deductions are claimed.

Federal Tax Deduction

Whether or not you are subject to Indiana State Income Tax, your gift to Ball State qualifies for a Federal Income Tax deduction if you claim it.

We Need You!

Whatever the size of your gift, it **IS NEEDED** and will be greatly appreciated. The average gift made by alumni in 1979 was $23.42. Many persons find that $10 makes a suitable and affordable amount for their first gift.

Thank You

On behalf of the
Ball State University
Alumni Association,
please accept our
sincere appreciation for
your time and efforts with
Telefund '79
"On the Line"

Ball State University

Appendix C

Phonathon Correspondence with Volunteers

The
Johns
Hopkins
Institutions

Annual
Giving
Fund

March 7, 1979

Dear -----,

Thank you for volunteering to join over 50 other Hopkins alumni for our new School of Engineering solicitation phoneathon. The official announcement of the new school will come in April and the funds raised in March will prove critical in launching the revived engineering program at Hopkins. You will have an integral part in laying the fiscal foundation for this exciting venture.

Phoneathons have grown in scope and popularity over the last few years and provide an enjoyable opportunity to meet and talk with many of your classmates. As well, you are helping the university significantly in communicating our needs to alumni.

Here are the details:

Date: March 28th

Times: 5:15 p.m. Cocktails and Dinner at McGinn's of Charles St. (the St. Charles Restaurant), 328 North Charles Street.
Parking is available at the Allright Parking Garage, 200 block of St. Paul Street.

6:30 p.m. Adjournment to the C & P Telephone Company 323 North Charles Street.

6:40-7:00 Phoneathon Instructions

7:00-9:00 Phoneathon

We are very grateful for your participation and are looking forward to seeing you on the 28th.

Sincerely,

Jonathon Jay Powers
Associate Director
Annual Giving

Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

The
Johns
Hopkins
Institutions

Annual
Giving
32nd
Year

March 8, 1979

Dear -----,

We deeply appreciated the time and effort you gave us on Monday night. The success of our initial efforts with the revived School of Engineering can be credited to your participation. We recruited sixty volunteers which is a full complement for our two solicitation nights, March 27th and 28th.

Please accept the thanks of all of us at the University for your assistance. Dean VandeLinde, Bob Carter of the Homewood Development Office and I are looking forward to working with you again as the new school gets initiated.

Sincerely,

Jonathon J. Powers
Associate Director
Annual Giving

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Steinwald Alumni House
Baltimore, Maryland 21218
(301) 338-7967

Dear Phoneathoner,

Just a reminder - We are very much looking forward to seeing you on Monday night, April 16 for the Hygiene and Public Health phoneathon. We will meet at 5:15, McGinn's Restaurant, 328 N. Charles St. for cocktails and dinner. See you then!

The Annual Giving Office